U.S. Election Assistance Commission

Successful Practices
for Poll Worker Recruitment, Training, and Retention
July 2007

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2nd Edition

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Welcome to the U.S. Election Assistance Commission's Guidebook on Successful Practices for Poll Worker Recruitment, Training, and Retention

Background and Purpose. The U.S. Election Assistance Commission (EAC) was established by the Help America Vote Act (HAVA) of 2002 to serve as a coordinating center for the Nation's election officials. Congress directed the EAC to research and compile a broad spectrum of "best practices" employed in preparing for and conducting elections, drawing on the collective experience, and wisdom of seasoned election administrators and community leaders, and to make these practices and procedures available to all.

This guidebook is the result of a 17-month applied research study commissioned by the EAC in 2005 and implemented through a partnership with IFES (formerly known as the International Foundation for Election Systems), The Poll Worker Institute, and the League of Women Voters.

This guidebook presents, for the first time, a framework for evaluating election-jurisdiction administrative practices based on interviews, surveys, and feedback from thousands of election officials and other community leaders nationwide. It is, necessarily, a "snapshot" of poll worker recruitment, training, and service practices across America in a limited period of time.

This guidebook is offered as a manual for election-jurisdiction administrators and others who assist in the ongoing effort to train and staff polling places with workers who contribute their time and skills for this fundamental exercise in the American political process. Flexibility is key: this guidebook presents a variety of field-tested techniques that can be adapted by election jurisdictions of varying sizes and demographics. Not all ideas and techniques

will be relevant to every jurisdiction; the varying requirements imposed by individual State laws, local regulations, and time constraints mean that each jurisdiction must develop its own approach to poll worker training and service. Ideas and practices from all sources were subjected to three important criteria for inclusion in this guidebook: Can the results be measured? Can the practice be sustained in a given jurisdiction over time? Can the practice be replicated elsewhere? An attempt was made to gauge the effort necessary to implement each practice and to determine the resources required and the costs and benefits associated with the practice.

The EAC trusts that election administrators and community leaders will find this guidebook a useful source of ideas and techniques that they can adapt to the circumstances of their particular jurisdictions.

Within the election community there is a tremendous wealth of experience and expertise in recruiting, training, and retaining poll workers. Over the years, election officials have devised innovative and resourceful methods for meeting the challenge of staffing polls on Election Day. The limitations of time and resources, however, have hampered efforts to share this expertise throughout the election world. This guidebook attempts to make that knowledge and expertise widely available.

- **Gathering Field-Tested Practices.** Every practice recommended in this guidebook has been tested in the field. Likewise, the tools, tips, and case studies all are derived from the practical experience of election professionals. As such, the contents of this guidebook are grounded in the realities of current election administration—a world of limited time and money, political and partisan controversy, and intense public scrutiny.

- **Maximizing Available Resources.** In seeking to tap the expertise of election officials, the authors of this guidebook relied on at least three important sources—The Election Center's Professional Practices Program, the National Association of Counties (NACo) Achievement Awards, and the EAC's "Best Practices in Election Administration."

- **NACo Survey.** The authors also relied heavily on a nationwide survey of local election officials conducted in the spring of 2006 by NACo, The Election Center, and the International Association of County Recorders, Election Officials, and Treasurers (IACREOT). The survey provided a benchmark of current practices of poll worker recruitment, training, and retention. The survey also provided important leads, guiding the authors to those election officials who are actively raising the standards for poll worker administration with new programs and approaches.

In addition to researching current and successful practices nationwide, the authors sought to gain a better, more complete understanding of the constraints on poll worker programs.

- **Focus Groups.** The League of Women Voters' Education Fund conducted focus groups across the country with election officials, poll workers, the general public, and stakeholders. The final report provided a nuanced picture of the challenges facing election officials. At the same time, the focus-group report provided an important perspective on the motivations for serving and potential strategies for reaching key audiences with effective recruitment messages.

- **Impact of State Laws.** The authors were also mindful of the complications imposed by myriad State laws governing who may serve at the polls. A compendium of State requirements compiled and verified jointly by Cleveland State University and IFES offers a framework for understanding the legal limitations in many States.

- **Outside Perspectives.** The authors worked with the EAC to appoint a working group of election practitioners, academics, and experts in adult learning, and accessibility and voting rights issues to bring important outside perspectives. The working group provided feedback on drafts at four different points in the project.

- **Extra Vetting of Particular Chapters.** The guidebook especially benefited from a series of interactive roundtables conducted on such areas as the role of adult learning in poll worker training, community organizations, accessibility issues, bilingual poll worker recruiting, college poll worker projects, and recruiting in hard-to-reach communities. The chapters on these topics benefited enormously from the insights and critiques of working group members and roundtable participants.

- **Compiling a Variety of Models.** The description of each practice and tool is based primarily on conversations and interviews with election officials about their programs. Wherever possible, the authors attempted to speak with election officials from both large and small jurisdictions. The models presented are "hybrids," merging common and universal elements from a variety of specific, individual models.

- Interviews with practitioners covered practical details, such as the amount of staff time required, the cost, and resources needed—vital information for any election official considering implementing a new program.

Providing a Framework for Evaluating Practices and Tools. The authors sought information that would help in evaluating practices and tools according to three important criteria: ability to measure, ability to sustain, and ability to replicate. In the interviews with election officials, the authors tried to gauge the political will necessary to implement the project, whether the officials had quantified the costs and benefits, and the level of risk involved.

The effort to provide a framework for evaluating the practices is limited by the fact that the survey provides a snapshot in time. The authors do not have the means to monitor change over several election cycles. Nevertheless, they believe even limited information about the ability to measure, sustain, and replicate these practices will greatly enhance the usefulness of the guidebook for individual users.

Field-Testing in Pilot Jurisdictions. In June 2006, the IFES/Pollworker Institute (PI) team selected three jurisdictions to pilot the guidebook. The jurisdictions chosen were Milwaukee, WI, Santa Fe, NM, and Hamilton County, OH. Selection criteria included at least one jurisdiction covered by Section 203 of the Voting Rights Act, at least one jurisdiction with a partisan representation requirement, and at least one jurisdiction introducing a new voting system. The participating election offices were both large and small and were geographically diverse.

Sites were asked to test the contents and usability of the guidebook and to implement practices from each of the three sections of the guidebook and track the results. Tracking the results gave the IFES/PI team objective, quantified information about the effectiveness of the practices and enabled the authors to develop and refine models for use in the guidebook. To replicate the experience of

typical election officials who will receive the guidebook without extensive personal guidance, the research team took a hands-off approach to the pilot projects.

A post-pilot survey of the practices implemented asked election officials in the pilot jurisdictions to report on the following:

- Impact on staff.

- Impact on budget.

- Management challenges.

- Sustainability.

The survey also asked election officials several questions to gauge the usability of the guidebook: Could they find practices to address specific needs? Did they browse the guidebook? Was the table of contents useful?

Snapshot of Pilot Program Successes

**Milwaukee, Wisconsin
Chapter 7, Working With Government Employees.** With the support of the mayor and city agencies, 320 management-level city employees were recruited as poll workers (16 percent of the total number of poll workers). They provided valuable professional assistance in polling places on Election Day. These specialty poll workers brought a high level of management and problem-solving skills to the polling place operations—and contributed to building wider public support for the election office.

Chapter 10, Offering a Split-Shift Option. When the election office offered the split-shift option, 350 poll workers chose to take advantage of the option. The election office then recruited another 350 poll workers to cover the second shift. Many of these second-shift poll workders were new recruits who otherwise might have been unwilling to serve. It appears that many of the new recruits enjoyed their experience and are now willing to serve the whole day.

Santa Fe, New Mexico
Chapter 1, Recruiting the General Public.
Santa Fe leveraged a relationship with a local reporter, who published a notice about the need for poll workers for three consecutive days. More than 200 people responded to the notice—nearly overwhelming the election office.

Chapter 1, Recruiting the General Public.
Santa Fe posted bright orange poll worker recruitment signup sheets in the polling place. Twenty precincts returned the sheets with a total of 50 names.

Hamilton County, Ohio
Chapter 1, Recruiting the General Public.
Hamilton County developed a method for tracking the source of each poll worker, both new and old. The county tracked the source of each poll worker who worked in the election.

Impact on the Guidebook

- Pilot offices requested specific models and how-to instructions. The authors searched for existing models. They also used models developed by the pilot jurisdictions in the guidebook.

- Jurisdictions appeared to be less likely to use the guidebook to plan a complete overhaul than to make incremental changes over a longer period of time. The authors changed the guidebook to include more simple and easy-to-implement changes.

Note on the Terminology and Reference to Specific Jurisdictions

The immense variety of election terms posed a challenge for the authors. Poll workers are variously called judges, booth workers, precinct officials, board workers, and, of course, poll workers. The person in charge of the polling place on Election Day can be called a precinct captain, chief judge, supervisor, or presiding judge, to name just a few. For simplicity's sake, we refer to all workers in a polling place as poll workers.

Good design makes choices clear.

References to the sizes of jurisdictions are roughly based on the following breakdown:

- Large: population of 250,000 or larger.

- Medium: population of 50,000–249,999.

- Small: population of 49,999 or smaller.

Hybrid Discussion/Specific Models.
Whenever possible, this guidebook provides composites gleaned from dozens of interviews on any practice or method, rather than from the efforts of specific jurisdictions. The many models included in the guidebook (flyers, forms, tables, etc.) are most effective when presented in their original context, with references.

Elections depend on poll workers. They cannot operate without the army of citizens who are willing to staff the polls every Election Day.

Recruiting poll workers is an ongoing challenge. According to a 2006 survey conducted by the National Association of Counties (NACo), 56 percent of election officials reported that they were unable to fully staff the polls in the last presidential election.

Increasingly, election officials need poll workers with different skills. Under the Voting Rights Act of 1965, for example, many jurisdictions require bilingual poll workers due to the growing number of naturalized citizens for whom English is a second language. Since the passage of the Help America Vote Act (HAVA) of 2002, officials seek poll workers who are comfortable with new technology, such as touch-screen voting systems and electronic poll books. As closely contested elections become more common, officials also need poll workers who can implement increased documentation and security procedures. Following the 2000 election and the passage of HAVA, demands on poll workers' performance have increased.
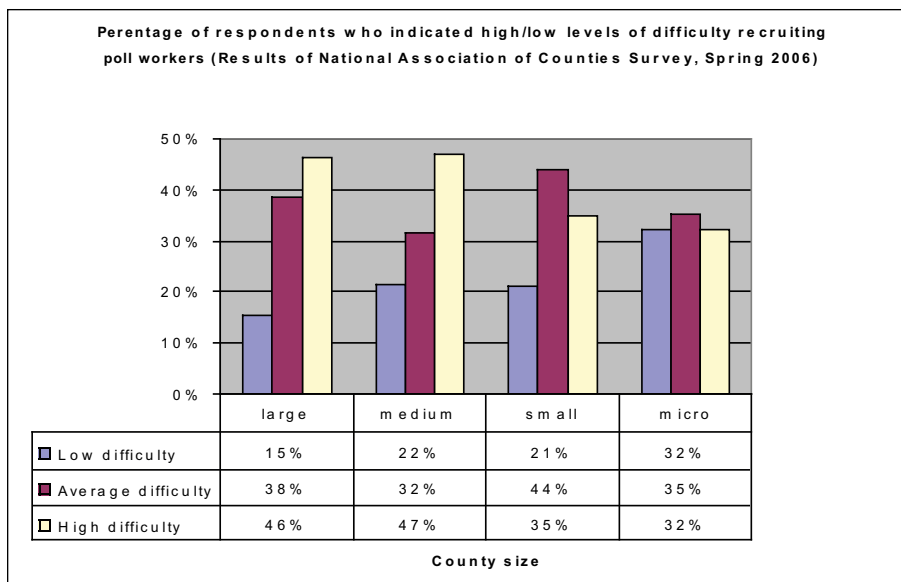
Specialty Recruiting

Traditionally, poll workers have been recruited individually. Partnering with intermediary organizations to recruit poll workers is a good alternative. One county is able to recruit 800 of its 4,000 poll workers by partnering with local businesses. Another county recruits two-thirds of its poll workers through intermediaries, a process called Specialty Recruiting. Such strategies can form part of a long-term poll worker recruiting strategy. Election officials are developing long-term relationships with groups that provide workers, rather than relying solely on short-term connections to individual workers.

Track Recruiting Efforts

Because election officials have limited time and money to spend on poll worker recruitment, it is important to track those recruiting efforts that yield the greatest number of high-quality poll workers. Those election officials who monitor the results of their poll worker recruitment efforts cite three benefits of tracking:

1. It determines which recruitment tactics are most cost-effective and makes a strong case for decisionmakers to allocate resources to use those tactics.

2. It identifies sources of poll workers who possess the skills and background most needed in the changing election environment.

3. It analyzes the long-term effectiveness and quality of poll workers recruited by different methods.

Perentage of respondents who indicated high/low levels of difficulty recruiting poll workers (Results of National Association of Counties Survey, Spring 2006)

	large	medium	small	micro
Low difficulty	15%	22%	21%	32%
Average difficulty	38%	32%	44%	35%
High difficulty	46%	47%	35%	32%

County size

Track the percentage of your poll workers recruited through each kind of outreach. Some jurisdictions code their poll worker application forms to indicate where applicants got them. Forms given out at public events have one code; signup sheets or applications given out on Election Day have another code; online applications have still another code. These codes are entered into the applicant's file. Some jurisdictions use poll worker management software, but those using a simple Excel or Access data-base can add a field in the record with the code indicating how the poll worker was recruited.

Election officials should use uniform codes. For instance, if one staff member types "Recruited at Democratic Central Committee meeting" and another enters "DCCC," results will be more difficult to compile. Consider using drop-down boxes and labeling them as follows:

- *Already on File/Experienced PWs (Source not known)*
- *Democratic Party Event*
- *College Poll Worker*
- *County Poll Worker*
- *High School Poll Worker*
- *Newspaper Ad*
- *Radio Ad*
- *Referral From Current Poll Worker*
- *Registration/Recruiting Postcard Mass Mailing*
- *Republican Party Event*
- *Targeted Letter to Individual Voters or Households*

"Specialty Recruiting" (Recruiting through Intermediaries)

Data (percentages by organization):
- Political Parties: 51%
- Media: 29%
- Non-profit Organizations: 22%
- Colleges and Universities: 15%
- Corporations: 5%
- Local Government Agencies: 29%
- High Schools: 30%

Organizations with which respondents worked to recruit poll workers (NACo Survey, Spring 2006)
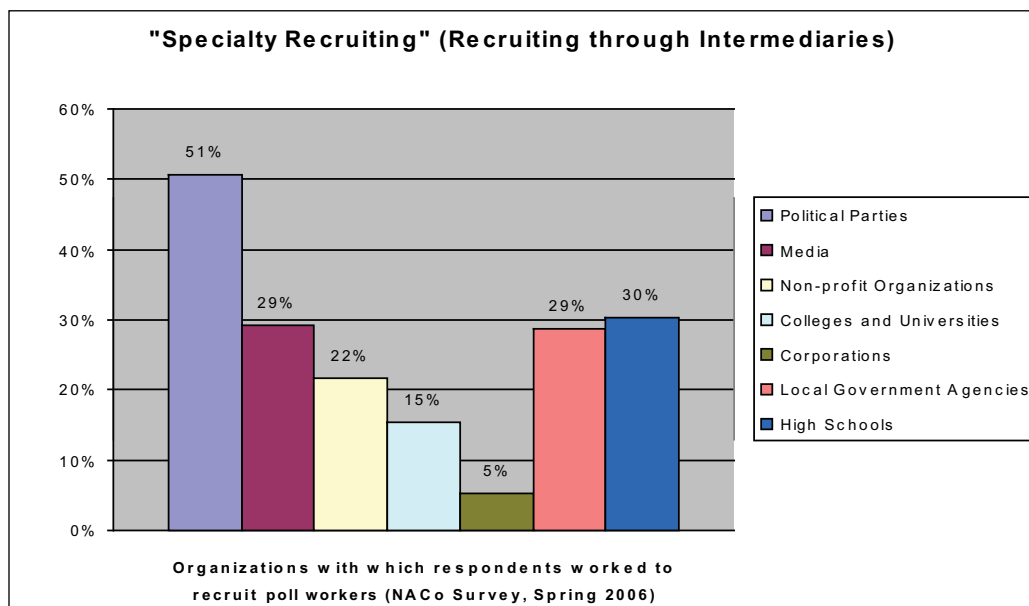
Sample #1. Drop-Down List Used To Code Poll Workers by Source, Los Angeles County, CA (page 62)

In This Chapter

- Tips for Improving Your Recruiting Program
- Recruitment Messages That Motivate Poll Workers
- Printed Materials for Your Recruitment Drive
- Electronic Media for Your Recruitment Drive
- Common Outreach Tools for Your Recruitment Drive
- Other Recruitment Ideas To Consider

What messages recruit poll workers? What messages recruit the best poll workers? How can you get these messages to the right audience? Focus groups conducted by the League of Women Voters' Education Fund in 2006 provide some answers.

Consider the following issues when planning a recruitment effort:

- The public has limited knowledge of how polling places operate, and many people may not realize that they can serve as poll workers. Let people know about the need for poll workers and that they are eligible to serve.

- An in-person request will be more effective than a broadcast message, but it's far more labor intensive. A targeted request made to voters in the neighborhood where poll workers are needed is even more effective.

- Because recruiting is labor intensive and because the need for poll workers with different skills is increasing, keeping track of recruiting methods is extremely important. You need to know which methods are bringing in poll workers who meet your needs.

This chapter describes the most common practices used by election officials across the United States to bring in potential poll workers. Your challenge is to put these practices to the test and to use them strategically given the issues addressed above.

Tips for Improving Your Recruiting Program

- **Be specific.** When developing your message, be specific about your needs. Whether you are drafting a recruitment letter or a press release, include specifics, such as "26 people are needed to serve in the Lake Ridge Community" or "57 technology-savvy voters are needed to serve in Ward 6." Citing a specific need lends a sense of urgency to your request.

"One of the major misconceptions I had was, I thought the poll workers worked for the government—that they were sent here by the President—to ensure that I could cast my vote, and they're not—they're average people like my parents who volunteer and give their time so that everyone else can vote."

— Chari Burke, Deputy Clerk of Court Administration, Marion County, IN, as stated in the By the People *movie.*

- **Target your audience.** A general publice service announcement (PSA) or advertisement may not yield as many responses as an article about the need for poll workers in a newsletter for retired teachers or retired government employees.

- **Use your Web site.** If your office has a Web site, post a highly visible notice about the need for poll workers. Any Internet-based recruitment effort will bring recruits who are comfortable with computer technology.

- **Create checklists and follow up on every lead.** Keep track of recruitment calls and make sure the people who call are either placed on a team or on a standby list. Keep a record of the people you are unable to place and the reason why you could not place them. This record will help indicate which recruiting efforts led to placing people on teams and which led to lists of nonplaceable people.

- **Be prepared.** When recruiting, make sure you have the capacity to respond to every potential applicant who calls your office. You do not want an applicant to call and not be able to get through to the right person or to leave a message that is never returned. If you do not have enough staff members to handle a high volume of calls, be sure that an answering machine or electronic voice mail picks up when the phone line is busy. The voice message can also direct the caller to your Web site to apply on line.

- **Talk with other election officials.** You can gain a wealth of information from other election professionals facing the same challenges. Compare notes on what worked and what did not work. Share information on the stipend amounts that you pay your poll workers. Reach out to jurisdictions with a similar number of voters or voter demographics to share similar successes, challenges, and solutions. For example, large urban counties and cities will experience challenges similar to other large urban counties and cities.

Recruitment Messages That Motivate Poll Workers

Many election officials remember a time when they could simply appeal to a sense of civic duty to recruit all the poll workers they needed. The demands of modern life make more persistent and targeted approaches to poll worker recruitment necessary.

Recent research suggests that, although an appeal to "participate in democracy in action" may motivate some voters, it may not bring enough people to staff the polls adequately or it may not being enough people with diverse skills, including technological skills, whom you need in your jurisdiction.

Sample Recruitment Checklist

- *Have we called every poll worker who served in this precinct in recent history?*

- *Have we called every poll worker who served in a neighboring precinct in recent history?*

- *Have we called the people who signed up to serve at their polling place in past elections?*

- *Have we pulled possible volunteers from all voter registration forms and from responses to recruiting messages in sample ballots or other election materials?*

- *Have we mailed a recruiting postcard to targeted voters in especially hard-to-recruit neighborhoods?*

In the spring of 2006, the League of Women Voters tested various recruitment messages in focus groups drawn from the general public. The League found that people were drawn to the following messages:

- **"Serving as a poll worker is fun!"** Election officials report that longtime poll workers serve repeatedly because they enjoy it. Most poll workers enjoy getting acquainted with and working with neighbors and sharing a potluck meal. (Be careful not to oversell this message. Sitting in a garage or chilly school cafeteria for 12 hours is really not much fun, so be sure to provide tips to poll workers on preparing for the long day, such as bringing snacks and sweaters. Your poll workers will appreciate the heads up.)

- **"You can serve your community" or "Your community needs x number of poll workers...".** People respond more positively to a specific need in their community.

- **"You will be PAID!"** Some potential poll workers will be swayed by the promise of payment. Some poll workers see the volunteer stipend as "a little extra pocket money," while others use it to help pay the rent.

When you are developing your messages, remember that most people know nothing about polling-place operations; you will need to teach them. In addition, consider bringing in representatives from different demographic groups—young professional voters, bilingual voters, or low-income voters—to learn what might motivate them to serve.

Printed Materials for Your Recruitment Drive

The Application Form

Create a poll worker application form. The form should request all the information you need about the applicant, including name, address, home phone, work phone, e-mail address, precinct, party affiliation, whether the applicant is willing to serve in any precinct in the jurisdiction, language fluency, any relevant physical handicaps, and any potential legal conflicts, such as employment in the office of an elected official.

The poll worker application form should—

- *Fit on one page.*

- *Be clear.*

- *Leave enough room for the applicant's responses.*

- *Be easily duplicated and adapted to fit into a brochure or flyer.*

- *Include information about where to return the completed application or where to access the form on line.*

Tips

- *If the application is a stand-alone flyer, consider turning the reverse side into a self-mailer.*

- *Combine the recruiting message with a voter registration mailing.*

- *Use the application as a screening tool provide to an opportunity to evaluate the applicant's literacy.*
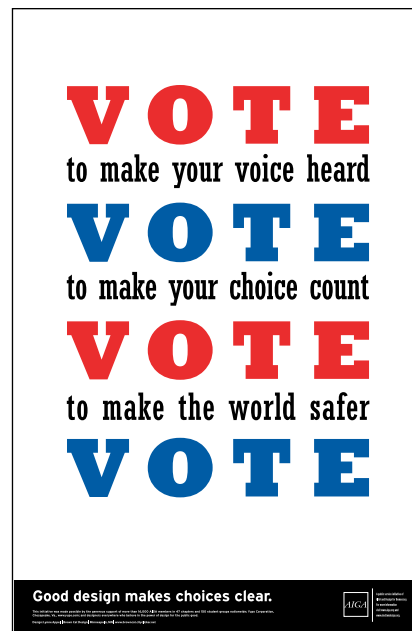
Brochures and Flyers

Poll worker brochures and flyers are important for community outreach. If prepared well, they can be an effective education and recruitment tool.

To prepare an effective brochure or flyer, you will need the following:

- Someone to design the brochure or flyer.

- A print shop (or a company that will donate the print job).

- A distribution plan. Consider placing the brochures or flyers in high-traffic locations, such as grocery stores, libraries, and temporary employment agencies. This approach can be a low-maintenance way to provide access to many new potential poll workers. Be sure to place your brochures or flyers at community outlets in precincts where you have a particular need for poll workers.

- A message targeted to your jurisdiction. After you have determined what messages work for your jurisdiction—a specific community need, the stipend, or the fun of being part of Election Day—you can incorporate them into all your printed materials.

- Information about what will be required of applicants, such as pre-Election Day training and the hours they will serve on Election Day.

Tips for Creating Eye-Catching Recruiting Materials

- Create a title for the brochure, flyer, or program. Examples of messages currently in use include the following:

  - "Help Carry the Torch. Be a Poll Worker"

  - "Champions of Democracy"

  - "Promote Democracy: Poll Workers Needed!"

  - "Help Deliver Democracy and Make Money Doing It!"

  - "Celebrate Your Freedom: Become a Harris County Poll Worker!"

  - "Serve Your County: Be an Election Judge"

- Use off-the-shelf publishing software to create your own design.

- Use your jurisdiction's print shop to save on printing costs.

- Get a business or organization to donate the printing.

VOTE
to make your voice heard
VOTE
to make your choice count
VOTE
to make the world safer
VOTE

Good design makes choices clear.

- Recruit a graphic artist (or graphic art student) to design your promotional materials.

- Request a high school art class to develop your materials.

- Ask State/county/municipal departments and community organizations to distribute your materials with their mailings.

- Consider whether to specify dates. Specific dates mean that the flyer or brochure will quickly become outdated. By not including specific dates, the reader does not have a timeframe for responding.

- Consider using two-color printing to make the materials more appealing. Two-color printing, however, can increase costs.

- Change your pitch from the general "Poll Workers Needed!" to something specific: how many workers are needed on Election Day, where they are needed, and short explanations of what they will be doing.

The Mail: Targeted Postcards and Letters

One jurisdiction reports that a single recruitment letter sent to all registered voters brought in all the poll worker recruits it needed. A mailing enables you to target certain hard-to-recruit areas, but it can be labor intensive if conducted in house or expensive if conducted by a mailing house. Read the following tips to help plan your mailing tool.

- Target the type of poll worker needed.

- Consider ways to make the mailing stand out from other pieces of bulk mail.

- Use the same recruitment messages used in PSAs and other advertisements.

- Write in a personal, conversational style.

Sample #4. Johnson County, KS, Fact Flyer (page 65)

Sample #5. Johnson County, KS, Poster (page 66)

Sample #6. King County, WA, Poster (page 67)

Sample #7. Missouri/Truman Poster (page 68)

Sample #8. National Association of Secretaries of State "Help Carry the Torch" Poster (page 69)

Tips for Your Jurisdiction's Flyers and Brochures

- *If possible, adapt the flyers or brochures to specific communities. Create versions of the flyers or brochures in languages other than English. Consider creating one version in large-font print for potential poll workers whose vision is poor.*

- *Code the brochures and flyers so you know where they were placed. When volunteers call to inquire about serving, ask them to provide the code.*

- Make sure the letter includes the requirements to serve as a poll worker.

- Be sure to mention the stipend.

- Be sure to specify what the recipient should do. If you want the recipient to mail a response card, consider enclosing a self-addressed mailer with the voter's information on a label.

- Ask the school system to send home a recruitment brochure or flyer that you provide. A "parent recruitment program" gives access to a younger set of potential poll workers who are engaged in the community. Establish good rapport with your school administration so you can put flyers or brochures in students' backpacks. Use a specific and compelling message that tells parents they are needed—and exactly where they are needed—in their community. Arrange to have your flyer distributed on a day when the material will stand out, so it will be less likely to land in the recycling bin.

Double Duty for Voter Registration Forms

A number of States and jurisdictions include checkboxes on the voter registration application and change of address form to indicate interest in serving as a poll worker. The check boxes on the forms let those who are registering to vote know that they are also welcome and needed to serve at the polls. Other jurisdictions include this information in sample ballot booklets. Some election officials have told researchers that this practice, coupled with word-of-mouth efforts, yielded sufficient numbers of poll workers.

Signup Sheets at Polling Places

Election officials have also told researchers that placing signup sheets at polling places can be an effective method of attracting future poll workers. This approach can be as simple as placing a clipboard with signup sheets asking for the voter's name, address, and telephone number. Voters can sign up on the spot. Poll workers recruited in this way tend to already know some of their potential colleagues.

Electronic Media for Your Recruitment

Internet and Broadcast E-mail

Use Web technology to attract tech-savvy poll workers. Place recruitment messages on Web sites and use broadcast e-mail to invite people to serve as poll workers.

Tips for Recruiting From Voter Registration Forms

- *This method may require cooperation with the State election office.*

- *Jurisdictions need sufficient staff to follow up with people who check the box.*

- *This tool requires coordination between the voter registration staff and the poll worker recruiting staff. In jurisdictions using poll worker management software, a database query can produce a list of registrants who check the box.*

Pitfalls

Election officials in focus groups reported that some people may check the box without really understanding what a poll worker does and lose interest when staff follow up.

Tips for Recruiting From Signup Sheets at Polling Places

- *Include signup sheets on the polling place setup diagram or checklist.*

- *Place signup sheets strategically at all polling places.*

- *Train poll workers to point out signup sheets to all voters. Produce eye-catching sheets so poll workers will be reminded to pull them out of their supply packages.*

- *Consider asking potential poll workers for e-mail addresses as an additional way to follow up with them.*

Web Sites

The election Web sites in most jurisdictions include a poll worker recruitment message. For the message to be most effective, consider the following ideas:

- Put the message on the home page.

- Give it a clear action title: "Be A Poll Worker!" is clearer than "Democracy in Action" and more compelling than "Poll Worker Information."

- Include specific facts, such as "It takes 13,000 citizens to run the polls in our county on Election Day."

- Use the same message on the Web site that you use in print brochures and PSAs.

- Link your message to additional information, such as—

  - An application that can be completed and submitted on line.

  - An overview of the poll worker's duties and the Election Day process.

  - A list of the benefits and requirements.

  - Testimonials from current or long-serving poll workers.

  - Training information—schedules; additional materials, such as exercises; or even online training programs.

- Track new poll workers who came to you via the Web site.

- Ask other organizations to place the poll worker recruitment message on their Web sites. Use these messages at strategic times—a few months before elections. Consider asking government agencies, community organizations and clubs, student groups, and neighborhood associations to help recruit poll workers.

Sample #9. Full-Service Poll Worker Web Site, Arlington County, VA (page 70)

Sample #10. Web Site on Which Potential Poll Worker Enters Information Onto the Online Application (page 71)

Maximizing and Managing Online Applications

Madison, WI, City Clerk Maribeth Witzel-Behl shared development plans currently under way to link an online application to her poll worker database. In an effort to entice young, savvy voters to serve as poll workers, the city has developed an online poll worker application. After an applicant submits his or her application, the homegrown poll worker management system bumps the application up against the appropriate home precinct of the poll worker. If the poll worker team needs a new member, applicants are advised that they are needed in their home precinct and that someone from the office will be contacting them. If the poll worker team is full, applicants are asked if they would be willing to travel to another precinct. The system also prioritizes those applicants who commit to serving more than one election.

E-mail

- Use e-mail to recruit poll workers, but do not become a "spammer." Instead, ask partner organizations to send an e-mail recruitment message to their networks. You may compose a draft message that they can customize. For example, ask a business or government agency to include your recruitment message in one of their regular e-mails to their employees. Ask community organizations who e-mail their members to do the same.

- Keep e-mail address lists current; they tend to become obsolete more rapidly than direct-mail address lists. Be sure the organizations you are working with have a process for keeping their lists current. Devise a method for tracking whether e-mail outreach results in poll worker recruitment.

Additional Tips for Recruitment on the Web

- Consider purchasing ads on search engines (e.g., Yahoo, MSN, Google) that will display when the user searches with election-related terms; for example: vote, voter, register, election, elect, Election Day.

- Be sure to protect the integrity and good name of your election office when linking to another organization's Web site. Examine the Web site carefully. Be sure to approve your message and its placement before it is posted on the site. Consider including a disclaimer regarding the connection between the organization and the election office.

- Be creative. One election official, who was experiencing great difficulties in recruiting bilingual poll workers in a certain language, posted a detailed notice on *Craig's List* and was inundated with potential volunteers.

Public Service Announcements

Radio and television stations are required to donate air time for PSAs in exchange for their use of public airwaves. Many election officials have persuaded stations to dedicate some of this time to poll worker recruitment. Air time is a valuable commodity, so it is important to make the most of the 30 or 60 seconds you have to state your case.

Make a list of all local radio and television stations. The county public affairs officer can assist you with this. Establish a relationship with each station's public service director. Keep in touch even when you are not desperately trying to recruit poll

Sample #11. Radio Public Service Announcement Used in the Washington, DC, Metropolitan Area (page 72)

Tips for Public Service Announcements

- *Contact public access channels; many will air PSAs, and some may air poll worker training videos.*

- *Be specific about your needs.*

- *Give a phone number to call. Repeat the number.*

- *Target messages for radio and TV at 28 seconds for 30-second slots.*

- *Find a professional writer to make the message clear and concise.*

- *In large urban areas where the media market covers more than one jurisdiction, consider working with colleagues in neighboring jurisdictions to develop a message that works for everyone.*

- *Have adequate staff who are prepared to respond to phone inquiries in response to the PSA message. Direct overflow calls to a voice-mail message asking the caller to leave a specific message and/or to apply on line.*

workers—media staff change jobs at a rapid rate and you will want to know the person in charge of selecting which PSAs will air. Be certain to include minority and foreign-language radio and television stations.

Some radio and television stations will use their own staff to record the PSA, while other stations will accept pre-recorded PSAs. Producing your own PSA offers you greater creative control, but it can be costly, unless you have access to production equipment. Seek a sponsor to pay for producing your radio and television PSAs, or consider working with the local college or high school media production classes to create your advertisements.

Media Coverage: Paid or Public Service

Many election officials place paid advertisements in local newspapers asking for poll workers for an upcoming election.

Ads can be extremely effective if properly placed and worded. To catch the reader's attention, include specifics: number of poll workers required, locations to be served, skills required, time commitment.

The Telephone

The telephone is another effective electronic outreach tool. Some jurisdictions conduct phone drives to recruit poll workers from lists of registered voters. Phone drives have two big advantages: you can target hard-to-recruit areas and a personal request usually gets a better response than a broadcast message.

Other jurisdictions use their voice-mail message to urge callers to become poll workers. If you post a recruitment message on your voice-mail system, make sure the message includes directions ("Press 1 for our poll worker recruiter" or "Be sure to ask about serving as a poll worker when you speak to a staff member"). Also, direct staff on handling these calls. Callers who have to make a second call or who are transferred several times may lose interest.

Common Outreach Tools for Your Recruitment Drive

Word-of-Mouth Recruitment

Word-of-mouth recruitment is the simplest technique. Ask people in person if they would like to serve as poll workers.

Sample #12. News Coverage, Milwaukee Journal Sentinel, January 7, 2007 (page 73)

Tips for Media Coverage: Paid or Public Service

- *Time the placement of your ads for maximum effect: close enough to Election Day so people have begun thinking about the election, but with time to reply to, screen, place, and train all who respond.*

- *Advertise in small local papers. They are likely to be less expensive, and you can target your audience.*

- *Arrange with the local newspaper to run a human-interest story about a poll worker. The article could be about: the worker who has served longest, the new citizen who is thrilled to be serving his new country in this way, or the high school student who is a first-time voter and wants to serve democracy.*

Sample message:

"Lake County needs registered voters—especially voters who speak Spanish—to work at the polls for the September 12th Primary. Workers will receive a stipend for their service. If you are interested in this opportunity, leave your name, your address, and your telephone number and we will respond promptly."

Many election officials in small jurisdictions say this method is the only method they need.

Maximize your effort by mobilizing existing networks:

- Encourage current poll workers to recruit additional workers.

- Get on the agenda at local service and social organization meetings, such as local women's clubs and Kiwanis Clubs.

- Invite poll workers to bring a friend to training. Provide a special incentive for those whose friends sign up.

Be aware of some disadvantages, however….

- Word-of-mouth recruitment can be time consuming and labor intensive. It may not be effective if the people you ask are unwilling to serve where poll workers are needed.

- Word-of-mouth recruitment cannot help you reach a more diverse pool of poll workers than you already have. Use this kind of recruitment if you are satisfied with the demographics of your poll workers—age, gender, race, ethnicity, socioeconomic status, neighborhood representation, etc.

Recruiting poll workers through social networks is effective in jurisdictions of all sizes, but especially so in small communities.

Community Outreach Committees

Create an outreach committee that regularly brings together community leaders and activists to discuss election-related issues, identify new sources of poll workers, and provide feedback on the conduct of elections.

Committees can include representatives from the following community groups:

- Accessibility organizations (e.g., Center for Independent Living, local chapter of the American Federation of the Blind).

- Chambers of Commerce or business associations.

- Churches.

- Cultural organizations.

- Political parties.

Sample #13. Letter From San Diego County, CA, Registrar of Voters (page 74)

*"You've got to encourage the poll workers to ask voters if they'd like to work the polls. Just having a signup sheet didn't prove to be very effective. When we asked the poll workers to help us recruit by encouraging people to sign up, **then** we got results!"*

- Service organizations (e.g., Rotary Club, Kiwanis).

- Unions and associations (e.g., American Association of University Women, retired teachers associations, college alumni organizations).

- Voter education organizations (e.g. League of Women Voters, National Association for the Advancement of Colored People, National Association of Latino Elected Officials, Asian Pacific American Legal Center).

- Women's groups (e.g., Junior League).

- Youth groups (e.g., sororities, fraternities).

For the committee to be effective, a dedicated staff liaison from the committee must continually reach out, provide assistance, and monitor recruitment. Consider holding regularly scheduled meetings with agendas that inform and seek feedback from members on all aspects of election initiatives. Community outreach committees can be a good source for new methods of voter outreach, new methods of poll worker training, and even new voting systems.

Other Recruitment Ideas To Consider

Poll Worker "Draft": The Nebraska Model

One U.S. jurisdiction "drafts" poll workers in a manner similar to that of drafting people to serve jury duty. Nebraska law permits a county to draft citizens to serve as Election Day workers. Citizens whose names are drawn from the list of registered voters must serve in four elections. Any individual ordered to serve as an election official may not be subjected to discharge from employment, loss of base pay, overtime pay, sick leave, or vacation time, and may not be threatened with any such action. A person who fails to report on Election Day can be convicted of a Class III misdemeanor.

In 2000, Douglas County (Omaha) drafted 1,500 of its 2,500 Election Day workers. It was the only county in Nebraska to use drafted Election Day workers in 2000. This practice helped the county reach its recruitment goals, although it is not clear whether the general public approved this method. Voters recruited through a draft may be reluctant to serve and may not provide voters with a positive voting experience.

Sample #14. Kansas City, MO, Signup Brochure at the Polls (page 75)

Sample #15. Montgomery County, MD, Signup Sheet at the Polls (page 76)

Outsourcing Your Recruitment Efforts

Consider contracting with professional recruiters—firms or individuals who specialize in filling temporary positions—or a contractor with extensive community contacts to conduct some or all of your poll worker recruitment. Most components of election administration must be carried out in house because they require election-specific expertise. Poll worker recruitment, however, can be carried out by professional recruiters with little or no expertise in this field. For best results, give your contractor clear directions and a realistic timetable and provide oversight of their recruiting process.

Evaluating an Outsourcing Program

- Use records from previous elections to compare the numbers and types of poll workers recruited on various pre-election occasions.

- Set specific goals for the recruiter in advance. Will the recruiter be responsible for bringing in poll workers from the general public, from certain geographic areas, or to speak a certain language? Will the recruiter be responsible for following up with potential poll workers to encourage them to serve in certain areas of the jurisdiction or to encourage them to attend training?

- Track whether recruits brought in by the outside recruiter are any more likely to be placed on a poll worker team, attend training, or serve in more than one election.

Tips for Outsourcing Poll Worker Recruitment

- *Hire recruiters to recruit all poll workers or just one segment, such as bilingual or student poll workers.*

- *Hire recruiters as independent consultants or as temporary staff.*

- *Include a vareity of recruiters' tasks: speaking to volunteer groups, staffing booths at public events, developing recruiting materials, or doing poll worker intake duties.*

- *Determine the number of recruiters you need based on the number of poll workers you need. The number of recruiters can range from 1 to 50.*

Outsourcing Poll Worker Recruitment Can—

- *Free up staff time and energy for other priorities.*

- *Tap into a fresh, potentially extensive, network of contacts in the community.*

- *Access expert techniques that bring in new people and retain them for multiple elections.*

- *Help your recruitment staff pick up new contacts who will energize their efforts next time.*

Beware of the pitfalls and challenges to this approach. The cost of outsourcing a recruiting effort may be greater than doing the recruiting in house. Consider a pilot program and weigh the benefits.

In This Chapter

- Benefits of High School Recruitment
- Pitfalls and Challenges
- Resources Needed
- Adapting the Program to Your Jurisdiction
- Tips
- How To Evaluate Your Program

High school poll worker programs can be an exciting way to bring new faces into the poll worker pool and to engage young people in their communities. The key is to create long-term partnerships with high school administrators and teachers to repeatedly recruit high school students to serve at polling places in their communities.

A number of States have statutes allowing high school students to serve as poll workers. Most of the statutes enable students to serve on Election Day as regular poll workers, helping to set up the polling places, assisting voters with signing in, issuing ballots, and helping to close the polls. Other statutory models are more restrictive and do not permit students to assist in processing ballots.

Some models require that a student be a high school senior, at least 16 years old, and with a minimum grade point average. In most cases, the student must be nominated or appointed by a teacher or principal and must obtain permission from parents or custodians.

Benefits of High School Recruitment

For Election Officials

- Students have a commitment to their teachers and parents to serve and, therefore, are likely to show up.

- Students are in "learning mode" and will easily grasp complex election procedures.

- Students bring new energy and vitality to a long-established poll worker team.

- Students are likely to be comfortable with technology.

- Bilingual students can be a great bonus to a precinct team.

"Our young people working at the polls have brought an energy and excitement that is infectious with not only our elderly poll workers but has also helped change the complexion of the polling location to show that young people are committed."

—Gary J. Smith, Director of Elections and Registration, Forsyth County, GA

For Participating Students

- Students receive a hands-on community service opportunity.

- Students may receive the poll worker stipend.

- Many teachers offer extra credit to students for attending the training and for drafting a report on their Election Day experiences.

- Participation looks good on college and job applications.

- The community-service element might fulfill a graduation requirement.

For Participating High Schools

Teachers have been positive about student poll worker programs because they complement students' inclass civics curriculum.

Pitfalls and Challenges

High school poll worker programs often require the following:

- Regular communication with administrators and teachers.

- Extra time to prepare students for the voting experience.

- Preparatory steps before a student poll worker can be placed on a poll worker team, including, in many jurisdictions, nomination forms and parental authorization. Some jurisdictions have to limit the number of students who could be nominated from any one school because the community surrounding the school has limited poll worker needs.

- Assistance with transportation, if students do not have cars or other transportation to their assigned polling places.

Resources Needed

- A point person at the election office.

- A customized brochure or introductory packet; customized signup form.

- Statutory authorization, because most students will not be of voting age.

- Authorization from a jurisdiction's chief administrative officer or board of supervisors or directors.

The Key to Gary's Success

Election officials who implement student poll worker programs say that, although the program is a lot of work, it does help bring new energy and new faces to their Election Day team. But many of these election officials expressed frustration with recruiting enough students to serve before and during the summer months (i.e., primary and special elections).

Gary J. Smith is director of elections and registration for Forsyth County, GA. Forsyth County began its high school program in 2002. By the primary 2004 election, Forsyth County's goal was to use high school students as one-third of its poll workers…and they succeeded.

Gary attributes customized training as one factor in their success in having a large number of students serve in an August primary. Training the students in a famililar setting with their peers promotes a level of comfort. Making an effort to customize training and adding a broader civics theme show the partnering teacher that the election official is committed to the larger idea of the program—not only to fill poll worker shortages, but to promote life-long engagement in the voting process.

Adapting the Program to Your Jurisdiction

- For jurisdictions that face particular challenges in recruiting poll workers in lower income areas, a high school poll worker program can be invaluable, especially in those States where poll workers must reside in the assigned precinct.

- **Warning!!** You may need to use different strategies for elections held when school is not in session.

Tips

- **Offer onsite or special training for the students.** Poll worker training classes are geared to experienced voters, but many high school poll workers will not be familiar with the setup of a polling place or how a vote is cast. A customized inclass voter outreach presentation provides an opportunity for students to ask the "big picture" questions in the company of their peers. Some jurisdictions offer onsite training for schools with 20 or more participating students.

- **Check in annually with each school and remind them when it is time to recruit again.** Also discuss ways to highlight their contributions by publicizing their efforts.

- **A good school liaison is the key to success.** Your teachers will be your invaluable partners from election to election. The program can be a lot of work for the teacher, who must answer students' questions, forward nomination forms, encourage students to attend training (or host the training), and follow up with students who served. Certificates of appreciation can acknowledge their efforts.

- **Bonus Tip: $$$$!** One jurisdiction began to provide the equivalent of a poll worker stipend to the high school teachers who regularly coordinate the program in their community.

- **Students can be motivated by learning about other students who have served as poll workers.** If possible, provide students with photos and quotes from graduates who participated in the program.

- **Some veteran poll workers might not appreciate having a student poll worker on their team.** They may assign students an uninteresting task, such as handing out "I VOTED" stickers all day. Suggest to the lead poll worker that substantive or varied Election Day tasks can make a huge difference in the student poll worker's experience.

Voting Day

First Vote Students making a difference

Photos courtesy of Gary J. Smith, Director of Elections and Registration, Forsyth County, GA.

How To Evaluate Your Program

- Record how many students were nominated and served from each school.

- Feedback from teachers, participating students, and poll workers who served with students is critical in assessing the success of the program. Including them in a post-election evaluation of the program can yield valuable insights about the program and ways to improve it. Expand your support team by including the parents of participating students.

Sample #16. Augusta, Richmond County, GA, Poster (page 77)

In This Chapter

- Benefits of College Recruitment
- Resources Needed
- Adapting the Program to Your Jurisdiction
- Tips
- How To Evaluate Your Program

College poll worker programs partner with college administrators and professors to recruit college students to serve at polling places on Election Day.

Benefits of College Recruitment

For Election Officials

- Students have made a commitment to their professor and are likely to show up.

- Students are likely to be comfortable with technology.

- Bilingual students can be a great bonus to a precinct team.

For Participating Colleges

Professors often appreciate the opportunity they can offer students.

For Participating Students

Students receive valuable hands-on community service opportunity. Students receive the poll worker stipend, and many professors offer extra credit to students for participating in the program and writing a report on their Election Day experiences.

Resources Needed

A point person at the election office with brochures and signup forms.

EAC Guidebook on College Poll Worker Programs

A Great Resource!

- A Guidebook for Recruiting College Poll Workers *examines formal and informal college poll worker programs across the United States from the viewpoint of election officials, college administrators, professors, and students.*

Adapting the Program to Your Jurisdiction

A college poll worker program can be especially beneficial if it is located in hard-to-recruit precincts and in States that mandate that poll workers must reside in the assigned precinct.

Tips

- **Offer Onsite Training.** Poll worker training classes are geared to experienced voters. A customized inclass voter outreach presentation provides an opportunity for students to ask questions. Onsite training means that more time can be spent showing the students what a polling place looks like, explaining its basic functions, and offering information on who can vote or serve as a poll worker. Some jurisdictions offer onsite training to schools with 20 or more participating students.

- **Check In Regularly With Colleges and Universities.** Remind them when it is time to recruit again.

How To Evaluate Your Program

Feedback from professors, participating students, and experienced poll workers who served with students is critical to assessing the program. A post-election evaluation with these stakeholders can yield valuable insights on your program and suggest ways to improve it.

In This Chapter

- Federal Requirements Regarding Bilingual Poll Workers
- Benefits of Bilingual Poll Workers
- Benefits of Partnering With Civic Organizations To Recruit Bilingual Poll Workers
- Identifying Specific Needs
- Tips
- Pitfalls and Challenges
- How To Evaluate Your Program

All adult citizens are entitled to register to vote, to understand the details of the election and voting processes, and to cast a well-informed, free, and effective ballot. Toward this end, more than 450 election jurisdictions across the United States are required to ensure that election information printed in English is also available in one or more other languages.

Nationwide, 466 local jurisdictions in 31 States are required to provide language assistance. Of this total, 102 jurisdictions in 18 States assist Native Americans or Alaska Natives; 17 jurisdictions in 7 States assist Asian language speakers; and 382 jurisdictions in 20 States assist Spanish speakers. Some jurisdictions are required to offer assistance in multiple languages; many more do this voluntarily.

Federal Requirements Regarding Bilingual Poll Workers

Section 203 of the Voting Rights Act requires certain jurisdictions to make language assistance available at polling locations for citizens with limited English proficiency.

- Section 203 Coverage Formula
  A jurisdiction is covered under Section 203 where the number of United States citizens of voting age is a single language group within the jurisdiction—

  - Is more than 10,000; or
  - Is more than 5 percent of all voting citizens; or
  - On an Indian reservation, exceeds 5 percent of all reservation residents; and
  - The illiteracy rate of the group is higher than the national illiteracy rate.

- Every 10 years, the U.S. Census Bureau develops a list of Section 203 jurisdictions that is reported in the *Federal Register*. The 2000 list was posted in June 2002 and can be viewed at www.usdoj.gov/crt/voting/sec_203/203_notice.pdf.

- Registration and voting materials for all elections must be provided in the minority language, as well as in English. Section 203 requires certain jurisdictions to provide bilingual election assistance—including notices, instructions, information, and ballots—to citizens who are members of a designated language minority group and who have limited English proficiency.

Benefits of Bilingual Poll Workers

- Bilingual poll workers provide a valuable service to voters who are not proficient in English. Limited-English voters are able to vote more confidently when they understand the voting process and can make informed decisions on ballot issues.

- Most poll workers welcome bilingual poll workers to the precinct team.

- Bilingual poll workers have told researchers that they enjoy the opportunity to serve their community.

- Assigning bilingual poll workers to a precinct can help it run more smoothly on Election Day. Voters who need extra assistance can slow down the voting procedures. A friendly face and a common language spoken by a bilingual poll worker can help streamline such proceedings.

Benefits of Partnering With Civic Organizations To Recruit Bilingual Poll Workers

One way to recruit bilingual poll workers is to work with civic organizations. Recruiting over the phone is generally ineffective. A personal connection—through family, community members, or community leaders—is more important.

Election officials who recruit bilingual poll workers do so through presentations and information booths at community centers, job fairs, churches, health fairs, and meetings of community service groups. Election officials also use messages distributed through community service groups'

Sample #17. King County, WA, "Ask Me: I Speak Chinese" Button (page 78)

newsletters. Many election officials have found that partnering with community organizations can be very effective.

Tips for Making the Most of These Partnerships

- **Be Specific in Your Request.** Explain the need for bilingual poll workers to community outreach leaders. Tell them what language or dialect is needed, when the poll workers will be needed, the hours involved, and the duties or positions. Request a specific number of bilingual persons to serve on Election Day.

- **Educate Your Partners.** The general public often does not know that ordinary citizens can serve as poll workers, that training is required, or that materials are available in a variety of languages.

- **Be Open to Community Feedback.** Community groups can be valuable recruiting partners and can also provide insightful feedback. You may hear important voting-related community issues that need to be addressed.

- **Use the Internet.** Ask professional organizations in the community to post your recruitment announcement on their Web sites or in their e-newsletters.

Identifying Specific Needs

The first step in a bilingual poll worker program is to identify how many bilingual poll workers are needed and at what locations.

A System for Identifying the Need for Bilingual Poll Workers

- **Census Data.** Although census data can be found at the local level, such data may not follow precinct lines. Some jurisdictions work with Geographic Information Systems (GIS) staff or with a vendor to provide assistance in locating demographic information at the jurisdiction level.

- **Voter Requests on File.** Election officials can track requests from voters for language assistance in several ways.

  - Include a check box on voter registration forms for voters with limited-English proficiency to request translated materials.

Sample #18. Los Angeles County, CA, Multilingual Tally Card (page 79)

- Advertise a designated phone number where an operator with minority-language skills can assist voters whose English is limited.

- **Tracking Voters at Polls.** Consider providing a tally card at each polling place for poll workers to record those voters requesting language assistance.

- **Input From Community-Based Organizations.** If a community partner organization suggests that a neighborhood has specific minority-language needs, ask poll workers to track this information over several elections. In addition, ask bilingual poll workers to record the number of voters they assisted.

- **Dialect Surveys.** You may need to consider dialects within languages. For example, both Cantonese and Mandarin speakers can read Chinese written characters, but a speaker of Cantonese finds it difficult to understand a Mandarin speaker. Consider conducting a phone or postcard survey of minority-language speakers for whom regional dialects may be an issue. Then place dialect speakers in the precincts where they are needed.

- **Other Measures.** Consider providing a toll-free or dedicated line so that limited-English voters can call to request language assistance and the location of their polling place. Advertise in minority-language community newspapers, and use flyers in the appropriate language announcing that a voter can call a specific phone number to request translated materials.

- **Brochures.** A brochure in each jurisdiction's mandated languages can be helpful. The brochure can advise limited-English voters how to request translated materials, explain how to request assistance at their polling place, and provide contact information of partner organizations that can assist. This brochure can be distributed at community events, through community libraries, and schools, etc.

Tips

- Hiring one or more bilingual speakers from the community to recruit poll workers can be one of the most effective ways to recruit bilingual speakers.

- As with the general public, minority-language speakers often do not know that poll workers are needed, how to become a poll worker, or the time commitment involved.

Sample #19. King County, WA, "Play a Role in Delivering Democracy" Flyer (page 80)

Stress to minority-language speakers that they can become poll workers, too.

- Minority-language media (TV, radio) can be terrific partners in publicizing the need for bilingual poll workers. Invite them to press conferences, and describe how and where bilingual poll workers are needed.

- Target high schools and colleges attended by bilingual students. Form relationships with administrators, teachers or professors, and student organizations. Arrange to make presentations and distribute recruiting materials to bilingual students.

- Target public sector (State, county, municipal) bilingual employees. Some governmental agencies provide a bonus to employees who speak a second language (i.e. court recorders, social workers, health workers) and may be willing to share their lists.

- Consider sending a postcard to current poll workers asking if they speak a second language and if they would be interested in serving in a polling place where that language often is spoken.

Pitfalls and Challenges

- Recruiting bilingual poll workers presents all the challenges of recruiting other poll workers, plus a few more. Bilingual poll workers must also speak English well enough to explain election procedures to English-only voters.

- Some voters—or even established poll workers—may not welcome bilingual poll workers, especially if they think that only English should be spoken at the polls. To address these concerns, provide information about how important it is that all citizens have the opportunity to fully participate in elections. Remind poll workers that "this is the law."

- Cost. Some jurisdictions have found multilingual voter (MLV) programs to be expensive.

- For a glossary of election terms in Spanish, visit www.eac.gov/voter.

Sample #20. "ML Requests on File" Tracking Chart, Los Angeles County, CA (Excel spreadsheet and bar chart) (page 81)

"It sends a very positive message to the minority language communities when they see staff members in the office who look like them, can speak their language, and can relate to their experiences and concerns. Speaking from personal experience, I have found that it is much easier to recruit and retain poll workers—especially bilingual ones from the minority language communities—when they feel a special connection to a staff member in the office, or when they feel that they would be representing their community by signing up to work at the polls."

—Helen Y. Wong, Language Coordinator, Boston Election Department

How To Evaluate Your Program

- Keep track of voters who apply to serve as bilingual poll workers and monitor how many are placed on a precinct team. Assess the reasons that some applicants do not actually serve. This may help you adapt your outreach efforts, improve your message, and help recruiters improve their results.

- Monitor training attendance by the bilingual recruits. Consider phoning a sampling of bilingual poll workers to ask if they found the training valuable or if they have any questions.

- Election Day monitoring is critical. On Election Day have specially trained troubleshooters visit a number of polling places to check on operations and to troubleshoot any problems they encounter.

Model A. Media Outreach From King County, WA, Board of Elections

Model. Working With the Media, Boston CBS-4 "2006 State Elections," August 19, 2006, Yadires Nova-Salcedo, Reporting

(CBS-4) State elections are coming up this September and November, and the City of Boston is expecting as many voters as possible to go out there and perform their civic duty. Now, to make sure that all of the registered voters fully understand the process, the Boston Election Department is looking for poll workers who can speak Spanish and many other languages. CBS-4's Yadires Nova-Salcedo talks with Helen Wong, Language Coordinator for the Boston Election Department. Tune in!

For more information or to get yourself an application to become a poll worker, you can call the Boston Election Department at 617–635–4491. (© MMVI, CBS Broadcasting Inc. All Rights Reserved.)

Model. Sample Web Sites Providing Translated Election Materials and Voter Information

- **New York:** (www.vote.nyc.ny.us/)

- **Los Angeles:** (www.lavote.net/)

"We had to think 'out of the box' to meet our bilingual-speaking poll worker numbers, and I'm proud to say in 2005 we had a 92 percent placement for the fall cycle, and for the 2006 September Primary we had 100 percent placement for our targeted polling locations. We owe that credit to the TV ad we ran featuring our former Governor Gary Locke, the first Chinese-American governor in the United States. We paid to have the ads run during the top-rated Chinese television shows on an all-Chinese TV station here in Seattle called AATV. The top rated shows are a soap opera and the 10 p.m. news. The station threw in two additional runs throughout the day as 'community service' to their audience.

"The most success we've had in recruiting bilingual poll workers and placing ads is to have our minority language compliance coordinators do the pitching and recruiting and request additional coverage at no charge as a public service to the community. People are much more eager to help when asked by someone they relate to, or a friend of a friend of a friend. While this is also effective for all recruitment efforts, we've found it essential in recruiting bilingual speaking poll workers."

—Bobbie Egan / Colleen Kwan, King County, WA, Elections Division

CBS-4's Yadires Nova-Salcedo talks with Helen Wong, Language Coordinator for the Boston Election Department.

In This Chapter

- Benefits of Working With Business
- Pitfalls and Challenges
- Resources Needed
- Tips
- How To Evaluate Your Program

Ask businesses to recruit and encourage employees to serve at the polls on Election Day—if possible, without losing their regular income (e.g. using administrative leave or service leave). These workers usually receive the poll worker stipend in addition to their regular salary.

Benefits of Working With Business

Participating companies often contribute to the communities in which they do business. A poll worker facilitator program enables them to give back to the community without incurring additional expenditures (because salaries are already budgeted). Many employees enjoy serving as poll workers and may be repeat volunteers and also provide word-of-mouth recruitment within their business. Employees who served as poll workers often said they felt a sense of camaraderie in their workplace. Some of these poll workers donate their stipend to a community charity or to a charity relevant to the business.

Participating employees in Franklin County, OH, said they enjoyed the break in their routine and a sense of satisfaction from serving and getting to know their community better.

Poll workers who are serving on company time have an added incentive to show up on Election Day—the reputation of their company is on the line. Election officials report that these poll workers seem especially flexible. They are willing to travel to areas of the jurisdiction where last-minute vacancies have occurred or where troubleshooters are needed. Some corporate employees like to take on this new responsibility as a challenge, setting the tone for the troubleshooter team.

Corporate poll worker programs can also be an effective way to recruit younger, more technologically savvy poll workers.

Pitfalls and Challenges

- Some corporate poll workers may become impatient if their calls to volunteer do not receive a prompt response.

They may also be critical of ill-prepared training programs if they have participated in high-quality corporate training programs.

- Some corporate poll workers need regular reminders to maintain their involvement and generate ongoing support within the business community. Be aware that your jurisdiction's relationship with some corporatate entities may change with shifts in management.

- Corporate programs can occasionally raise political challenges. For instance, if a participating corporation has an interest in an issue appearing on the ballot, there could be an appearance of impropriety.

Resources Needed

- Point person at election office.

- Brochure or introductory packet with letter to corporate leader or human resources department.

- Poll worker application form.

- Possibly authorization from jurisdiction's chief administrative officer or board of supervisors.

Tips

- Ask the local Chamber of Commerce for their support and ideas. Consider sending a joint letter to the Chamber's mailing list, describing the corporate poll worker program and the requirements for being a poll worker. Encourage businesses to allow their staff to serve as poll workers without having to use personal or annual leave. Providing a brief presentation at periodic gatherings can also yield positive results.

- Engage a high-profile elected official or leader from the jurisdiction (such as a county executive or county supervisor) to serve as spokesperson for the program. Such leaders may open doors by sending a letter of introduction.

- Use a long lead time when working with other corporations. Have a brief introductory statement detailing the process the corporations and their employees should follow to get involved, the specific duties of poll workers, and the time commitment that will be necessary. After Election Day, report to the corporations how many of their workers served at the polls.

Additional Tips

- *Corporate poll workers may request the opportunity to split a shift. Jurisdictions may want to find a way to make this possible (see Chapter 10, Offering a Split-Shift Option).*

- *Competition can add to the success of the program. For example, in one county, the regional banks began to compete among themselves to provide the most poll workers. Election officials may try a pilot program with two competitive businesses.*

- Tell potential workers if you intend to ask them to travel outside their immediate neighborhoods to serve.

- Offer onsite training. This not only makes volunteering easier for employees but also allows for an additional opportunity to recruit from the company. Some jurisdictions provide onsite training if the participating company supplies 25 or more poll workers.

- Create a catchy title for the program. One jurisdiction calls its corporate poll worker program, "Champions of Democracy."

- Check in annually with each corporation and remind them when it is time to recruit again. Discuss ways to highlight their contribution by publicizing their efforts both internally and externally.

- Allow corporation employees to wear attire with the company logo. In Franklin County, OH, some companies made shirts especially for this program. The *Columbus Dispatch* had shirts made with "Columbus Dispatch, Champions of Democracy" on them.

- Consider publicly recognizing every participant in the program with an ad in the local paper and a certificate to the corporation.

How To Evaluate Your Program

- Create a field in your database to track the businesses or corporations that provide potential poll workers and the employees who serve on Election Day. Participating corporations may set up their own database and submit it periodically to the election official throughout the recruiting period. Corporations may use the information to monitor which employees served on Election Day and to recognize them.

- Distribute a survey to participants asking for feedback on how to make the recruiting and training more effective. Be sure to share feedback with your contact person at the corporation or business.

Sample #21. Making Voting Popular (MVP) Thank-You Letter to Corporate Partner, Kansas City, MO (page 82)

Sample #22. Champions of Democracy Letter to Participant, Franklin County, OH (page 83)

Sample #23. Certificate of Completion, Wayne Community College, Detroit, MI (page 84)

"I was so very grateful that my company made it so easy for me to get training and to be able to participate, giving us the day off, and making it so convenient for us to participate."

—Molly Miller, American Electric Power Company, Columbus, OH, Take a Day for Democracy video.

In This Chapter

- Benefits of Working With Civic and Charitable Organizations
- Resources Needed
- Pitfalls and Challenges
- Adapting the Program to Your Jurisdiction
- Tips
- How To Evaluate Your Program

Civic and charitable organizations, whose members are dedicated to community service, can be valuable sources of poll workers.

The approach in one model is to ask one organization to recruit enough poll workers to fully staff one or several polling places. Some jurisdictions refer to this as the "Adopt-a-Poll" model. Organizations tend to prefer this approach because their members can serve together and can advertise their presence by wearing the group's nonpartisan insignia. In another model, the approach is to ask the organization to help with your general recruitment efforts. With a third model, the approach is to arrange for the organization to receive its poll workers' stipends as a donation. This program provides a popular fundraising tool.

The more specific your request for help, the more likely you will get a positive response. Explain the need for poll workers to the community service chairperson. Give specific details: when, why, duties and positions, and equipment required. Request a specific number of people to serve on Election Day. Explain your expectations clearly and thoroughly.

It may be necessary to educate the civic group on the role of and need for poll workers by speaking at one of their regular meetings. The general public is often unaware that ordinary citizens can serve as poll workers or that training is required.

Benefits of Working With Civic and Charitable Organizations

- Increase both poll worker recruitment outreach and the number of polling places that are fully staffed on Election Day.

- Increase community awareness of the need for poll workers and their functions on Election Day and about election administration in general.

"The motivational message that would work best with us as members of Rotary is that we would really be filling a need. We would also need to know where you need us and what you need us to do."

—Carol Foley, District 7610, Rotary International

- Increase the effectiveness of all your recruitment efforts as you develop and communicate targeted recruitment messages.

Resources Needed

The current resources of your election office will be sufficient as you develop and test this program. Eventually you may decide to dedicate staff to civic and charitable organization recruitment.

Pitfalls and Challenges

- Maintain your relationship with the organization between elections. Ask for feedback on their members' experiences as poll workers and on the training they received. Attend the group's general meeting to report on Election Day and effectiveness of their participation. Be sure to thank them for their help. Send a quarterly newsletter describing your activities.

- Sometimes a group will promise more than it can deliver, which could leave you in a bind at the last minute. Initially, test this program at one or two polling places. Build this relationship over several elections.

- Finding civic, community, and charitable groups with which to partner can be difficult. A community volunteer center or the local Chamber of Commerce can be a helpful resource. One jurisdiction made a successful start by reaching out to churches, which often serve as polling places.

Adapting the Program to Your Jurisdiction

- Recruiting poll workers from civic and charitable groups may be easier in larger jurisdictions, which are more likely to have a volunteer center with contact information for all the nonprofits in the area.

- In most jurisdictions, it will be necessary to talk to many people to discover organizations you do not know. Look for civic groups; fraternities and sororities (undergraduate and graduate chapters); college and university alumni clubs, professional associations; auxiliaries; church groups; neighborhood associations; interfaith groups; civil rights groups; social and dance clubs; youth athletic organizations (to reach the parents); and running, biking, or rowing clubs.

Here's what civic groups and volunteer centers want election administrators to know about recruiting poll workers from charitable organizations:

If you want us to work for you, tell us . . .

• Why you need us

Members of civic groups want to serve the community, but do not know much about what is involved in casting a ballot. Explain how they fit into the big picture.

• What you need us to do, when, and where

The more specific you are the better, so people can assess their ability to fulfill a commitment before they make it.

• How we will know what to do

Most people will appreciate training because they want to do a good job, uphold the good name of their organization, and make a difference.

• Who we will work with and report to

People want to do a good job and be able to solve problems. Knowing the chain of command reassures them that they will not be "making it up on the fly."

Tips

- Develop a strong working relationship with a few groups at first and hold strategy meetings to anticipate problems and solutions. This effort will foster commitment from the groups and provide good information for reaching out to other groups.

- Require from potential poll workers from civic groups what you require of any poll worker—complete applications, meet eligibility requirements, take the training course, submit an evaluation or time sheet, etc.

- Ease the organizations into your jurisdiction. In the first year, place the groups' recruits in precincts where they can work with, and learn from, experienced poll workers.

- In a "help wanted" section on the election jurisdiction's Web site, include a description of the program, requirements for participating organizations and individuals, and forms that must be submitted.

- Be careful not to displace established teams of long-serving, knowledgeable poll workers with new teams from civic organizations. One jurisdiction mixes new and seasoned poll workers. Another jurisdiction lets a civic group "fly solo" after working one election with an experienced team.

How To Evaluate Your Program

Monitor poll workers provided by civic and charitable groups. On Election Day, have specially trained and experienced poll workers serve as roving troubleshooters. Such persons can visit a number of polling places to check on operations and deal with any problems they encounter. Consider hosting a post-election meeting with representatives of the groups to solicit their feedback.

"We provide one poll worker for each precinct to operate our laptop computers to handle voter verification, address changes, polling place directions, etc. The county gives them time off for the training. They take a personal day off on Election Day but are paid by our office to work Election Day."

—Bill Cowles, Orange County, FL

Sample #24. Letter to Churches, Cuyahoga County, OH (page 85)

Sample #25. Sample Notice for Church Bulletin, Cuyahoga County, OH (page 86)

Sample #26. Making Voting Popular Recruiting Letter to Participating Organizations, KS/MO Metropolitan Area (page 87)

In This Chapter

- Benefits
- Resources Needed
- Pitfalls and Challenges
- Innovations
- Tips
- How To Evaluate Your Program

The public sector is a good source of poll workers. Recruiting them is especially effective in places where Election Day is a State holiday (usually General Election only) or where county employees can work at the polls on Election Day. In both cases, public sector employees are not required to use personal or vacation time to serve as poll workers, and they have the incentive of receiving both their regular salary and the poll worker stipend.

- Recruiting tactics include putting flyers in paycheck envelopes, posting flyers around common spaces, setting up recruitment tables in cafeterias, and sending e-mails. Usually, employees must obtain their supervisor's approval.

- County poll worker, city poll worker, and State poll worker programs are popular with employees and provide participants an opportunity for community service.

Benefits

- **Benefits for Participating Employees.** Employees enjoy the break in their routine and derive a sense of satisfaction from serving their community.

- **Benefits for Election Officials.** Public sector employees who have applied for and obtained approval from supervisors to serve have an added incentive to show up on Election Day.

Public sector poll workers may be willing to travel to areas where there are vacancies or a particular need for troubleshooters. Some public sector employees like to take on this new responsibility as a challenge, setting a tone for your troubleshooter team.

Public sector poll worker programs can be an effective way to recruit younger, more technologically savvy poll workers. Public sector employee programs may also be a good source of bilingual poll workers.

Resources Needed

- Point person at the election office.

- Brochure or introductory letter with information packet to agency director or human resources department.

- Signup form.

- Authorization from your jurisdiction's chief administrative officer or board of supervisors/directors.

Pitfalls and Challenges

- Government employee poll worker programs can take time to set up. Relationships with relevant public sector managers require regular communication to maintain collaboration and generate ongoing support.

- Public sector employees may seem no more willing than neighborhood-based poll workers to go to a polling place other than their own.

- There will be natural attrition. Public sector employees retire, leave public service, or go on long-term leave.

- Public sector managers need assurance that there will not be a drain on critical agency functions on Election Day.

- There could be a real or perceived conflict of interest if an employee is a political appointee. Check the law in your jurisdiction.

- Be aware that, in some jurisdictions, government employees may be expected to take a day off to help with get-out-the-vote activities.

Innovations

- Some jurisdictions are so supportive of the recruiting effort that department or agency "very important persons" (VIPs) volunteer to serve as poll workers, allowing a jurisdiction's VIPs and department heads to lead by example.

- Employee information technology staffers can be great troubleshooters, serving in the early morning to get polling places up and running and as evening support for closing polls or getting results to counting centers.

Tips

- Flyers included in employee paycheck envelopes often get better results than posted or hand-distributed ones.

- Engage a high-profile elected official or political leader to serve as spokesperson for the program. These leaders may open doors by sending a letter of introduction for the election official to follow up.

- Prepare a brief statement detailing poll worker duties, time commitments, and the possibility that they may be asked to serve outside their own neighborhoods. Report to the agencies whether their employees actually served on Election Day.

- Offer onsite training. This not only makes volunteering easier for the employees, but it also allows for an additional opportunity to recruit from the government agency.

- Check in annually with a representative at each public agency and remind him or her when it is time to recruit again. Discuss ways to highlight their contributions by publicizing their efforts both internally and externally or invite them to a post-election recognition event.

- Incumbents may not serve as poll workers if they are on the ballot.

- Some department or agency VIPs serve as poll workers, leading by example.

How To Evaluate Your Program

- Create a field in your database to track which agencies provide potential poll workers and which of these employees serve on Election Day. A participating agency may set up a database and make it available to the election official during the recruiting period or it may access your database to verify which of its employees served on Election Day.

- Distribute a survey to recruits, asking for feedback on how to make the recruiting and training more effective. Share the responses with the contact person at the agency.

Sample #27. Mayor's Letter to City Managers, Milwaukee, WI (page 88)

Sample #28. Board of Commissioners Resolution Creating a County Poll Worker Program, Cuyahoga County, OH (pages 89–90)

A stumbling block for some counties has been eligibility for overtime for public-sector poll workers. Several county councils have advised that "employees… would not be eligible for overtime as they would be considered 'occasional and sporadic' employees for purposes of the Fair Labor Standards Act."

In This Chapter

- Benefits of Recruiting Poll Workers
  With Disabilities
- Resources Needed
- Pitfalls and Challenges
- Tips for Successful Implementation
- Evaluation

The Help America Vote Act of 2002 (HAVA) contains provisions and funding to ensure that voters with disabilities can cast their ballots privately and independently at the polling place on Election Day. Election jurisdictions are spending millions of dollars on voting equipment that ensures accessibility to the polling place and the voting process.

Encouraging citizens with disabilities to exercise their right to cast a secret ballot, election officials need to take other steps to make the polling place accessible, and welcoming. Employing physically challenged poll workers sends a strong message to all voters that they are part of the democratic process.

If recruiting and hiring poll workers with disabilities seems daunting, consider this: most election jurisdictions already employ poll workers with disabilities. Most disabilities are invisible to the average person. But given the average age of poll workers, many will already have mobility and vision problems. If your voter registration records indicate voters with disabilities, you could send a recruitment notice to those voters. (If your current voter registration form does not ask for this information, request a change in the design of the registration form.)

There are two models for recruiting poll workers with special needs. Both methods require developing a good working relationship with community agencies.

- Form a partnership with an agency or organization serving disabled citizens and conduct your recruitment effort among clients or members.

- Reach out to local organizations and agencies that work with voters with disabilities.

Benefits of Recruiting Poll Workers With Disabilities

- Poll workers with disabilities can provide guidance to election officials on techniques for serving disabled

voters. For example, one of the biggest challenges in implementing the new, accessible equipment is training poll workers to provide assistance with the audio ballot. Ask for input from your special-needs poll workers on how to give practical assistance with the audio ballot.

- Poll workers with disabilities can educate other poll workers on making the polling place layout and voting equipment more accessible.

- Recruiting poll workers with disabilities can build goodwill in the community, particularly among voting rights advocates.

- A targeted campaign to recruit poll workers with disabilities—those who have limited vision or mobility as well as people with cognitive disabilities—can not only broaden your poll worker pool but also increase your outreach to voters with disabilities as well.

Resources Needed

- A good working relationship with a protection and advocacy program or other advocate for people with disabilities.

- Resources for converting written materials into an accessible format.

- Staff time.

Pitfalls and Challenges

- The training and polling sites must meet accessibiity requirements.

- Poll workers with physical limitations may require transportation to and from sites. Even if they are able to arrange their own transportation, it is important to let them know their assignments as early as possible.

- Training materials must be available in alternative formats. Many people whose vision is limited have computers with features that enable them to "read" documents, so post your training materials on your Web site.

  Another option is to purchase a document reader and make it available at the elections office. Alternatively, a local library with reading services for people with limited vision could assist in making written materials accessible.

- People with disabilities may be intimidated by the prospect of extensive public contact or by finding themselves in the public eye. Give these poll workers a choice of job descriptions and ask them what tasks they think they can perform best.

- Polling place supply bags will need to include tools to provide an accessible work environment. Examples include cotton swabs or pencils with erasers for touching target points on a touch-screen voting machine; hand-held magnifying devices for reading paper ballots and check-in rosters; and pen or pencil grip enhancers.

Tips for Successful Implementation

- Poll workers with disabilities may need extra time to make travel arrangements before Election Day, so it is important to let them know their assignments early.

- Libraries can be a good resource for tackling the challenge of making written materials accessible. Many libraries have reading and recording services for people who are blind or visually impaired.

- Provide impaired poll workers with a list of various polling place job descriptions and ask what tasks they think they can best perform.

Evaluation

Designing an effective recruitment program for poll workers who are disabled will probably require more than one election cycle. Document the experience of these poll workers and the obstacles they encounter during the recruitment process.

Sample #29. Recruiting Poll Workers With Disabilities (photo from Washington, DC, polling place) (page 91)

In This Chapter

- Benefits of Party Partnerships
- Pitfalls and Challenges
- Tips
- Innovations

Some States have laws requiring political parties to supply names of potential poll workers to the election jurisdiction, and the election official must use the lists provided by political parties as a starting point for staffing precincts.

Other States and jurisdictions make such agreements informally. State or local officials request names, addresses, and phone numbers for potential poll workers from political party directors.

Lists of potential poll workers supplied by political parties may not be especially productive. The chart below suggests that counties with small populations may have greater success with this recruitment process than larger counties do.

Benefits of Party Partnerships

- Maintain a balanced pool of poll workers from each party.

- Create or maintain a good working relationship with the political parties.

NACo Survey: Sources of Poll Worker Recruitment (by size of jurisdiction)

Legend:
- Political Parties
- Media
- Non-profit Organizations
- Colleges and Universities
- Corporations
- Local Government Agencies
- High Schools
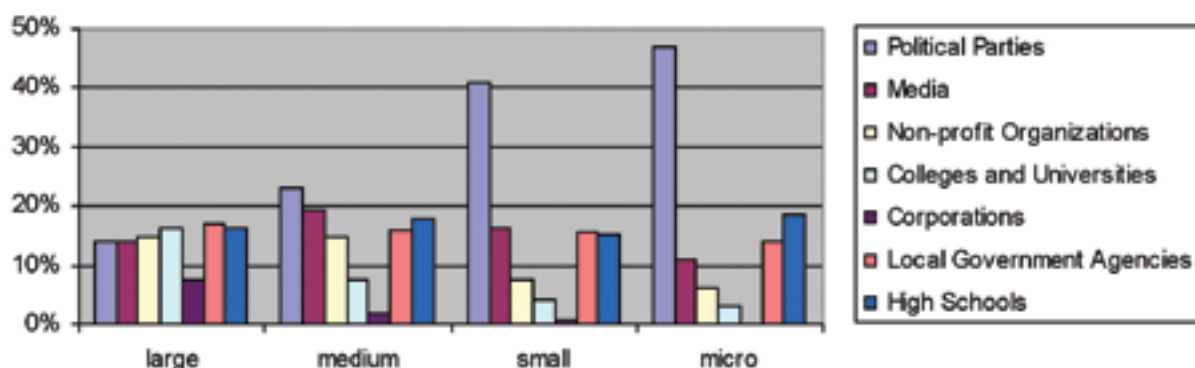
Pitfalls and Challenges

- Some political parties use Election Day poll service as a patronage job for the party faithful, not necessarily appointing those most qualified and willing to serve.

- Party representatives may be tempted to work for the success of a particular candidate.

- Political party lists may be submitted too late to be of use.

- Political parties often want members and others to serve as observers.

- Political party poll workers may want to work only in high-stakes elections and may not be reliable components of a long-term election team.

Tips

- Hire representatives from the major political parties on an as-needed basis and pay them to assist in recruitment.

- Let the parties handle the primary recruitment efffort. This approach will allow election officials to select those people with appropriate knowledge, skills, and abilities.

Innovations

- One county sends the party chairs blank recruitment list forms and lists of those who served in the previous election. The party chairs send these lists to its precinct committee representatives, who recommend people to fill the poll worker slots. The precinct chairs send their lists back to the party chairs, who return them to the election office by a cutoff date. The election office staff fills the empty poll worker positions from these lists.

- One large county sends a reminder letter to the local party chairs close to the election, giving the number of poll workers needed at each location.

In This Chapter

• Benefits of Offering Split Shifts
• Pitfalls and Challenges
• A Tale of Three Jurisdictions

Many people find that the long hours required of poll workers are a deterrent to service. Some election officials allow poll workers to work split shifts to remedy this problem.

Split shifts (which allow poll workers to serve fewer hours on Election Day) are complex and sometimes controversial. Although voters and poll workers express support for offering split shifts, most election officials from large jurisdictions think split shifts are risky and create administrative difficulties. Election officials from smaller jurisdictions say that split shifts are invaluable. Election officials need to weigh the advantages and disadvantages of split shifts.

Benefits of Offering Split Shifts

• Poll workers should be more alert during their entire shifts.

• Many poll workers and potential poll workers are interested in exploring the option. It can be an important recruitment tool.

Pitfalls and Challenges

• Poll workers for the later shift may not show up to replace those who are scheduled to leave.

• Split shifts could compromise the integrity of election processes because the chain of custody will be interrupted.

• Poll workers interested in splitting a shift may assume that the election official will recruit a partner for their shift.

A Tale of Three Jurisdictions

"Split Shifts Are Too Risky and Too Hard To Administer."
"Jurisdiction One" is a composite of the many large jurisdictions that either have attempted but abandoned split shifts for reasons listed above in Pitfalls and Challenges, or never tried split shifts due to security concerns. The counties of Arlington and Charlottesville, VA, both tried split shifts but found it was too much work without any clear benefits. Los Angeles County, CA, offers the split shift option, but it is rarely used

Tips

• *Require each poll worker to recruit his or her own partner to work the other shift.*

• *To ensure accountability, create a database for recording who worked and what hours they served.*

• *Split shifts can complicate efforts to evaluate individual poll worker performance. For example, if two poll workers administer provisional ballots— one in the morning and one in the afternoon—you need a mechanism for associating each provisional ballot application with the poll worker who handled it.*

• *Where split shifts are allowed, the lead poll worker at each polling place must work a full shift for the sake of accountability and chain of custody.*

because interested poll workers shy away when they are told they must find their own partner, split the poll worker stipend, and remain in the polling place if their partner does not come to relieve them.

A Rocky Start. New Milwaukee, WI, Election Director Sue Edman experienced a challenging first election with a split-shift option in her September 2006 primary. She offered the option to 1,500 poll workers. Roughly 500—mostly new poll workers—opted to try it. The election office was deluged with calls asking the election department to find someone with whom to split a shift. Things went more smoothly in the November 2006 election, so the department plans to continue to offer the split-shift option.

Madison, WI, City Clerk Mary-Beth Witzel-Behl reports that half the poll workers in her 76 locations choose split shifts. She advises any election official seeking to pilot a split-shift program "to give the public a chance to hear about it and give it more than one election to get the word out. Develop technology that supports what you're trying to accomplish. Another tip: Don't allow all poll workers to split a shift—we required a minimum of three all-day poll workers to be present from open to close, including the supervisor."

"Split Shifts Ensure Fresh Faces and Smooth Operations." In the districts around and including Burlington, Vermont, election officials have experimented over the years with different shift lengths. Each town has a local election authority called the Board of Civil Authority, which is made up of the town clerk, 3 or 5 board members or members of the city council, and 5 to 15 justices of the peace. Involving these local election members helps get the word out that it is everyone's responsibility to assist on Election Day. This involvement of local election members also helps with answering many questions about split-shift duties.

In This Chapter

- Pitfalls and Challenges
- Recruitment Strategies
- Other Recruitment Strategies
- Case Study

Election officials often say that recruiting poll workers from a jurisdiction's economic extremes is especially challenging. To learn more about poll worker recruitment in hard-to-reach communities, the EAC convened a roundtable discussion of 14 election officials from jurisdictions across the country. Most of the officials represented large cities or counties and identified a variety of characteristics of hard-to-reach communities present in their jurisdictions. Several participants identified a pattern of vacancies over several election cycles in precincts that—

- Have extreme poverty or extreme wealth, and sometimes both.

- Have highly mobile populations.

- Have a great majority of voters registered as members of one political party.

- Require bilingual poll workers.

Pitfalls and Challenges

- Some States require that poll workers reside in the precinct, city, county, or State in which they will serve.

- It is often difficult to keep poll worker teams politically balanced, in accordance with the jurisdictions' laws, policies, and political culture.

- Poor recruitment lists and lack of management tools make it difficult for election officials to gather data for assessing the skill sets and performance of existing or new poll workers.

- It is often difficult to persuade potential poll workers to travel beyond their own neighborhoods.

- There can be difficulty in complying with the Voting Rights Act, especially in recruiting bilingual poll workers.

Recruitment Strategies

Election officials use a variety of creative approaches to overcome recruitment challenges in hard-to-reach communities, but no one is able to identify a "silver bullet."

Many officials follow local regulations governing the composition of poll worker teams. Some, frustrated by rigid rules, have sought legislative remedies. Still others have forged strong working relationships with other public agencies—for example, traffic control, public schools, community college, mayor's office, and county commissioners—to recruit poll workers. Some have raised the bar on training while also building a sense of community among poll workers.

Other Recruitment Strategies

- In jurisdictions with rigid residency requirements or political party balance problems, officials have used voter registration rolls to send targeted recruitment flyers. Depending on the precinct, the flyer might highlight the stipend, focus on the training, or appeal to civic duty to motivate people to respond.

- Jurisdictions with county residency requirements enable officials to recruit people willing to travel outside their precinct to serve. Some officials provide transportation from a central location or additional stipend to cover travel costs.

- Consider offering additional monetary incentives. In some cases, offering a bonus to a new poll worker from a particular neighborhood might entice someone to serve. In other cases, offering a significant amount of money to an experienced poll worker who is willing to travel to a hard-to-recruit community has proven effective as a short-term solution.

- Coordinate school and election calendars so that schools are closed on Election Day. Schools can serve as polling places, and teachers, staff, and high school students can be recruited to serve as poll workers.

- Hire recruiters from specific hard-to-reach communities who are connected to local churches, schools, universities, or community organizations, such as the neighborhood association, tennis club, or local tribal organization.

- Develop relationships with local media, such as community newspapers (often distributed free), newsletters, and listservs to publicize service opportunities.

Some jurisdictions with particularly hard-to-recruit communities have developed Election Day plans that include dispatching "specialty poll workers" to the critical vacancy areas. These specialty poll workers can include city or county employees who are familiar with the area or who are willing to be deployed in teams, working on the "buddy system."

- Seek assistance from community leaders, including church pastors, school administrators, teachers, and union representatives. Ask them to recruit a number of skilled poll workers from their group. (See chapter 6 for more information).

Case Study

Motivated by the transition to a new voting system, one jurisdiction devised a plan to remedy its chronic lack of high-quality poll workers. Building on their own connections, election officials aggressively reached out to the community leaders—church pastors, school district administrators, city managers, and union organizations. The results were as follows:

- High-level staff met with 20 church pastors and requested them to recruit skilled poll workers from their congregations. The pastors made appeals in their church bulletins and from their pulpits. This effort resulted in 400 new poll workers.

- Election officials met with the chief executive officer (CEO) of the Detroit Public School system to discuss the possibility of recruiting teachers as poll workers. The CEO not only agreed to support the effort but also sent a memo and an e-mail blast to all the system's teachers. This effort resulted in 400 more poll workers.

- Election officials met with the local UAW and requested assistance in finding poll workers with specific skill sets. This effort brought in 150 to 200 poll workers.

- The Detroit mayor's office was supportive and issued an e-mail blast to the city's 8,000 employees, encouraging them to serve.

"We are already working to sustain these successes, and that is the key. For example, immediately after the election we designed certificates of appreciation for our pastors and we delivered them in person in front of the congregations. Demonstrating this personal appreciation to the gate keepers makes a big difference."

—Daniel Baxter, Office of the City Clerk of Detroit, MI

Sample #30. Poll Worker Skill Set, Detroit, MI (page 92)

Sample #31. Memo to Teachers, Detroit Public Schools, Detroit, MI (page 93)

In This Chapter

- Statutory Frameworks for Recruiting Poll Workers
- Requirements and Recruiting
- Evaluation

Statutory Frameworks for Recruiting Poll Workers

State laws sometimes impose additional constraints on those who may serve on Election Day. The results of a 2006 survey of State poll worker requirements conducted for the EAC, however, suggest that local election officials have some discretion and flexibility in meeting these requirements. The following discussion of legal requirements and how they may affect poll worker recruitment, training, and retention offers tips on how to work within these constraints. In some States, local election officials may want to consider joining forces to lobby for loosening the rules.

Requirements and Recruiting

Three requirements likely to create impediments to specialty recruitment strategies are as follows:

1. The poll worker must be a registered voter in either the jurisdiction or the precinct where he or she serves.

2. The poll worker must be at least 18 years old.

3. The poll worker must be affiliated with and/or nominated by a political party.

Residency Requirements. These requirements not only reduce the pool of potential poll workers, but they can undermine the effectiveness of recruiting notices, such as public service announcements or newspaper ads that may reach an audience living in other jurisdictions. If people take the time to respond to an ad only to learn they do not qualify, they will be less likely to respond to subsequent recruitment notices.

The following practices can help address residency-requirement issues:

- If you are considering specialty outreach programs, such as with corporations or civic groups, educate your partners at the outset about residency, and other requirements.

According to EAC research on State poll worker requirements:

Approximately 30 States have statutory preferences for poll workers to be residents of the precincts in which they work…. California allows any State resident to be a poll worker anywhere in the State. Six States (Alaska, Arizona, Colorado, Maryland, Minnesota, and Virginia) will allow any State resident to be a poll worker anywhere in the State if there are insufficient numbers of county residents available.

- Keep a list of which precincts need poll workers and publicize those needs in any broadcast messages or advertisements. Volunteer recruitment experts say that needed for a specific polling place or neighborhood, will improve the response rate.

- Implement in-precinct recruiting methods. Such methods include training experienced poll workers to ask voters to consider becoming poll workers, posting a signup sheet in the precinct, or mailing a special recruitment notice to voters in those precincts.

- Add special positions to your poll worker operation, such as precinct technician, troubleshooter, or rover, that are not precinct specific. These positions enable you to bring in well-qualified volunteers from other jurisdictions.

Age Requirements. Some States mandate that only registered voters may serve, which automatically disqualifies citizens under age 18—notably, all high school students. Many jurisdictions have created special poll worker positions to circumvent this prohibition, and a number of election officials are pushing for legislation that would eliminate this requirement.

Party Affiliation or Nomination Requirements. In some States, the law requires the political parties to nominate or designate poll workers. Deadlines for this nomination process can range from 20 to 90 days before the election. In some cases, State law specifies the date by which nominations must be made. The closer the nomination deadline is to the election, the more difficult it is to manage the logistics. There is less time to process applications, enter information into a database (if there is one), perform background or screening checks, and communicate with nominees about training. A late nomination date also means that many poll workers will probably miss training.

State law requiring an equal number of poll workers from each party in the polling place presents many difficulties. Corporations or civic organizations may not feel comfortable asking their employees or members to identify their affiliation publicly. Poll workers often recruit friends to serve with them, which may lead to "partisan imbalance." In addition, some jurisdictions are heavily tilted to one party.

- As with strict residency requirements, if you are considering specialty outreach programs, such as working with corporations or civic groups, educate your partners at the outset about party affiliation requirements.

- In jurisdictions where nominations are made close to the election, consider training methods that allow flexibility. For example, offer a take-home video or DVD, or consider developing an online training course.

- Consider adding nonpartisan positions to your poll worker operation that will allow for recruiting outside the party nomination process. Nonpartisan positions might include student poll workers, precinct technicians, or bilingual translators.

Evaluation

Track the level of poll worker vacancies in the weeks before the election and on Election Day to assess the impact of strategies and/or to advocate for funding to take strategies to a new level.

Section One Samples

This Guidebook contains sample documents used by various State and local election jurisdictions. The U.S. Election Assistance Commission has published these documents with the express permission of its owner. These documents are intended to be representative of relevant election administration practice throughout the nation and to illustrate the concepts being described in the text. The inclusion of these samples in this Guidebook does not constitute an endorsement by the U.S. Election Assistance Commission. Additionally, as State law varies and is subject to change, readers are cautioned to obtain legal advice prior to adopting any new policy, procedure or document.

Sample #1. Drop-Down List Used To Code Poll Workers by Source, Los Angeles County, CA

Sample #2. "World of Difference" Application,
Los Angeles County, CA

Next Election Day
You
Can Make a World of Difference!!!

When:	**June 6, 2006 Primary Election**
Where:	A Polling Place Near You.
Who:	Must be 18, a U.S. Citizen and a Registered Voter
What:	**$100** stipend for Inspectors **$80** stipend for Clerks *plus* **$25** Training Class Bonus
Interested?	**PLEASE CALL: 1-(800) 815-2666 / Option 7**

- OR -

Fill out the application on the reverse side of this flyer and mail to:

LA County Registrar-Recorder/County Clerk
12400 E. Imperial Highway
Polls & Officers Section Room 6211
Norwalk, CA 90650

- OR -

Check out our website, www.lavote.net, Click on "Take the Pollworker Plunge".

Sample #3. Harris County, TX, Application/Brochure Combo

Sample #4. Johnson County, KS, Fact Flyer

Election Worker News
Johnson County Election Office

Fall 2006   Volume 3

**Big News —   Pay Increase for Election Workers
$135 for SJ's and $110 for EW's**

November General Election   11-07-06   Countywide

Election Worker Refresher Training Sessions
- Oct 14, Saturday 9 am to Noon, Olathe North High School
- Oct 21, Saturday 9 am to Noon, Olathe North High School

New Election Worker Training Sessions
- Oct 18, Wednesday 1 pm to 4 pm, Election Office
- Oct 21, Saturday 2 pm to 5 pm, Election Office
- Oct 24, Tuesday 9 am to Noon, Election Office
- Oct 26, Thursday 9 am to Noon, Election Office
- Oct 28, Saturday 9 am to Noon, Election Office
- Oct 28, Saturday 2 pm to 5 pm, Election Office

Practice Makes Perfect
- Nov 2 thru 4, Thursday, Friday, Saturday 10 am to 3 pm daily
- Overland Park Central Resource Library, Lenexa Community Center,
    Salvation Army - Olathe

Supervising Judge Mandatory Pre-Election Meeting
- Nov 4, Saturday 9 am or 1 pm, Election Office
- Nov 5, Sunday 9 am or 1 pm, Election Office

On-Line Training

You will be notified in your assignment letter if you are eligible to participate in the On-Line Training Program.

Coming in 2007 —

February Primary Election   2-27-07   If needed

April General Election   4-03-07   Countywide - Definite
- De Soto, Edgerton, Fairway, Gardner, Lake Quivira, Lenexa, Merriam, Mission Hills, Mission Woods, Olathe, Overland Park, Prairie Village, Roeland Park, Spring Hill, Westwood
- JCCC Trustees, Water District #1, Merriam and Monticello Drainage Districts, Unified School Districts—229, 230, 231, 232, 233, 512

Patriotic Apparel

To purchase a **VOTE** shirt, click on the "For Election Workers" Tab on the website.

Adopt A Polling Place

This is an opportunity for your club, organization or church group to raise needed funds. You can donate your earnings from working Election Day to your chosen organization. Please contact us for further information.

Join the Star Search Club or the Torch Club!
- Please be alert to friends who you think would make good Election Workers.
- Ideal workers are patriotic, intelligent, friendly, detail-oriented, and courteous.
- Contact us at 715-6836 to have an Election Worker packet mailed to them.

Johnson County Election Office I 2101 E Kansas City Rd I Olathe, KS 66061
913.782.3441 I Fax: 913.791.1753 I www.jocoelection.org I Email: election@jocoelection.org

Sample #5. Johnson County, KS, Poster

Sample #6. King County, WA, Poster

Sample #7. Missouri/Truman Poster

Poll workers assist Harry S. Truman in the April 1956 election

IT'S YOUR TURN
BE A POLL WORKER
Robin Carnahan — Secretary of State

www.sos.mo.gov/pollworker
800.669.8683

Sample #8. National Association of Secretaries of State "Help Carry the Torch" Poster

Sample #9. Full-Service Poll Worker Web Site, Arlington County, VA

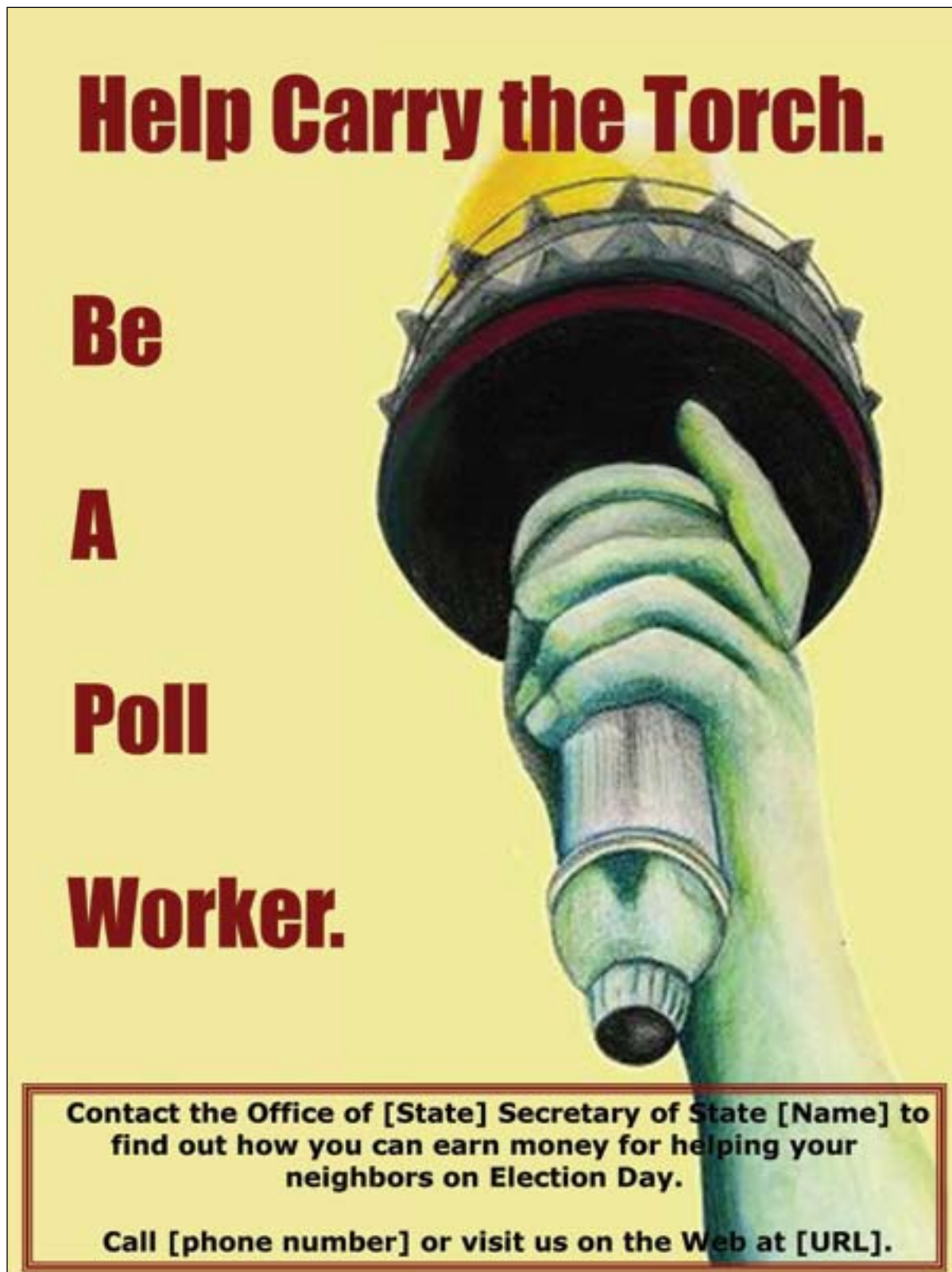### WELCOME TO THE HOME PAGE FOR ARLINGTON COUNTY'S ELECTION OFFICERS!

Each year, the Arlington County Electoral Board appoints over 600 citizens to serve as election officers at the polls on Election Days. This section of our web site serves as an information source for those individuals.

If you are not an appointed Election Officer and are interested in serving as one, please see our **Work at the Polls** page where you can learn more about this position and complete an online application. You may also find it useful to read our FAQ section.

The Election Officers' Home Page

This is a work in progress, and we will be adding new features and updates from time to time. Your feedback is important to us!

What can you do from your Home Page?

Download forms: Did you misplace your Response or Affirmation form? Do you need to change your payroll withholding amounts? See the Forms section.

Read our newsletter: The most recent volumes of your print newsletter, Arlington Election Notes, are available online.

Evaluate your experience: Tell us what worked, and what didn't, during your recent Election Day experience.

Have questions answered: Read our FAQ (Frequently Asked Questions) section to find the answers to most basic questions about working at the polls.

Training Information: Training schedules and the ability to make class reservations online are available here.

ON THIS PAGE

2006 Elections
Precinct Assignments
Training Information
New in 2006

RELATED RESOURCES

Apply to Work at the Polls
Election Officer Forms
Evaluate Your Experience
Training Information
Newsletters
Election Officer FAQ
Contact Us
Election Resources

Sample #10. Web Site on Which Potential Poll Worker Enters Information Onto the Online Application

Election Judge Application
Check all boxes that apply:

☐ I want to serve as a Democratic judge.

☐ I want to serve as a Republican judge.

☐ Political affiliation does not matter to me.

☐ I would like more information, please call me.

I am fluent in: ○ Spanish ○ Chinese

(if applicable)

Name: [   ]

Address: [   ]

Village/City: [   ]

State: [Illinois ▼]

Zip (5 digits only): [   ]

Daytime Phone: [   ]

Evening Phone: [   ]

[Submit]

Consider developing an automated function where the potential pollworker receives an email, thanking them for their interest and attaching information such as a brochure or training schedule.

Sample #11. Radio Public Service Announcement Used in the Washington, DC, Metropolitan Area

PSA #3 (30 seconds.):

"Hello, I'm Willard Scott. Over 2000 people in the metropolitan area are needed to work at the polls on Election Day. Your community needs citizens who:

- Are registered voters in the jurisdiction in which they live;

- Have plenty of stamina for a long, exciting day; and

- Enjoy meeting people and serving the community.

Bilingual speakers who are fluent in English and Spanish are especially needed.

Be part of Election Day and support your community by serving at a polling place near you. Interested? Contact your local Board of Elections at xxx xxx xxxx to sign up.

Sample #12. News Coverage, *Milwaukee Journal Sentinel,* January 7, 2007

Campaign seeks poll workers
League says ranks are dwindling

By AMY RINARD
arinard@journalsentinel.com
Posted: Jan. 7, 2007

The League of Women Voters of Wisconsin is seeking computer-savvy teenagers and people of color in a recruiting campaign for poll workers needed to replace the dwindling corps of mostly older workers that have staffed polling places for decades.

"That's the civic-minded generation," league President Andrea Kaminski said of the retired people who have been the mainstay of local elections.

"People who have been poll workers do a remarkable job, but it's long hours with even some heavy lifting, and it is difficult." Pay varies widely and is mostly nominal. In Milwaukee, it's $85 per day.

As election laws, equipment and procedures have become more complex and more dependent on electronic machines, elections officials around the state have reported that more of their older, longtime poll workers are resigning.

The campaign, already under way in Dane County, targets teens as young as 16 to serve as poll workers because young people are less apt to be intimidated by computerized election equipment. "Some of the older poll workers are hesitant to use the high-tech voting machines," Kaminski said. "Young people are likely to approach computer equipment with no fear."

Equally important in recruiting young people as poll workers, she said, is getting them involved in the civic life of their communities and elections in the hope that they will become life-long voters. The law provides that, starting at age 16, high school students with good grades and permission from their parents and schools may serve as poll workers.

The campaign will work with teachers to help organize poll workers at schools, Kaminski said.

Reaching out to minorities

The campaign also is to reach out to African-American churches and organizations of minority business owners to recruit people of color.

Kaminski said that in many communities around the state, poll workers tend to be white and might not represent the majority of voters using the polling places where they are assigned.

"A more diverse work force will make the polls a more welcoming place," she said.

Louise Petering, co-president of the Milwaukee chapter of the league, said her group was thinking of launching the campaign in Milwaukee County before the April election. She said that a Marquette University official has expressed interest in publicizing the recruitment effort at the university, and that some local league members were enthusiastic about the campaign.

"There definitely is a need," Petering said. Sue Edman, executive director of the Milwaukee Election Commission, had said that after the November election, a number of the city's longtime poll workers said they would not be back. The city needs more than 1,800 poll workers in a high-turnout election.

Edman said the city would launch its own recruiting effort after the April election. She said it would include asking non-profit groups to "adopt" polling places, to be staffed by the groups' supporters, who would donate their city paychecks to benefit their charitable organizations.

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Sample #13. Letter From San Diego County, CA, Registrar of Voters

MIKEL HAAS
Registrar of Voters

TIM McNAMARA
Asst. Registrar of Voters

County of San Diego

REGISTRAR OF VOTERS
5201 Ruffin Road, Suite I, San Diego, California 92123-1693

Office: (858) 565-5800
Fax: (858) 694-2955
TDD: (858) 694-3441
Toll Free: (800) 696-0136

May 22, 2006

<<John Doe>>
<<123 Front St>>
<<San Diego, CA 92137>>

Dear <<Joe Smith>>,

Your neighborhood needs your help.

With the June 6, 2006 Statewide Primary Election only a few weeks away, those who have volunteered to serve at the polls located in your particular neighborhood on Election Day are willing and committed, but, at this point, are too few in number.

They are going to need help. Would you consider joining them as a poll worker?

If you've ever given thought to serving your neighborhood and community in this way, this would be a good time. If you can give your time, we will give you the training, the opportunity to work side by side with your neighbors or friends and, more than likely, meet some neighbors you never met before.

You'll play perhaps the most fundamental and vital role in the democratic process … assisting the voters in your neighborhood in casting their ballot. You even receive a stipend – recently increased to $75 to $150, depending on assignment – for being part of a team of fellow poll workers working to "make democracy happen" in your area.

So, if you are willing and able, it's time to ride to the rescue of those dedicated souls who've already committed to serve on Election Day, June 6th.

It is a long day – usually 6 a.m. to about 9:30 p.m. – but you'll hit the sack that night knowing you accomplished something worthwhile that directly benefited the folks in your own community. And you might just have some fun at the same time.

So, give us a call at (858) 565-5800 or email your name and phone number to us at ROVMAIL@SDCOUNTY.CA.GOV and we'll get back to you ASAP.

Sincerely,

MIKEL HAAS
Registrar of Voters

Sample #14. Kansas City, MO, Signup Brochure at the Polls

Sample #15. Montgomery County, MD, Signup Sheet at the Polls

Notice: Voters

Primary ☐   **2006**   General ☐

If you are interested in serving as an election judge, please print your name, phone number and party affiliation in the spaces below. The Chief Judge will return the information to the Board of Elections. Thank you.

Chief Judges: Please place this sign-up form on the Voter Information Table and direct voters who are interested to complete the information requested. **Please return this form in the Document Jacket.**

Name	Phone Number	Party Affiliation
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

On Line: _____

Sample #16. Augusta, Richmond County, GA, Poster

Sample #17. King County, WA, "Ask Me: I Speak Chinese" Button

Sample #18. Los Angeles County, CA, Multilingual Tally Card

PRECINCT NUMBER: _____

Inspectors! **On Election Day, please help us keep track of how many voters requested assistance in (1) another language in order to vote and (2) voters who required other special assistance:**
    (Examples: Mandarin 卌 卌 III , Wheelchair Users: III)

Chinese/Mandarin_____   **Spanish**_____

Chinese/Cantonese_____   **Tagalog**_____

Japanese_____   **Vietnamese**_____

Korean_____   ☐ **No request in any language.**

Other Language (Please specify): _____

Voters using wheelchairs_____

Blind, visually or hearing impaired voters_____

(PLEASE RETURN IN GREEN STRIPE ENVELOPE)
                    (See Reverse Side)

If you needed an ***additional* Pollworker** in **any** language, please specify below:

Language_____

PRECINCT NUMBER: _____

Inspectors! **On Election Day, please help us keep track of how many voters requested assistance in (1) another language in order to vote and (2) voters who required other special assistance:**
    (Examples: Mandarin 卌 卌 III , Wheelchair Users: III)

Chinese/Mandarin_____ **Spanish** _____

Chinese/Cantonese_____ **Tagalog** _____

Japanese _____ **Vietnamese** _____

Korean_____ ☐ **No request in any language.**

Other Language (Please specify): _____

Voters using wheelchair_____

Blind, visually or hearing impaired voters_____

(PLEASE RETURN IN GREEN STRIPE ENVELOPE)
                    (See Reverse Side)

If you needed an ***additional* Pollworker** in **any** language, please specify below:

Language_____

Sample #19. King County, WA, "Play a Role in Delivering Democracy" Flyer

Sample #20. "ML Requests on File" Tracking Chart,
Los Angeles County, CA (Excel spreadsheet and bar chart)

MULTILINGUAL VOTER REQUESTS ON FILE

LANGUAGES

YEAR	Chinese	Vietnamese	Tagalog	Japanese	Korean	Spanish	Total
1993	4,573	820	391	443	n/a	n/a	6,227
Oct-00	14,830	4,781	2,849	1,284	13,602	76,372	113,718
Jun-01	15,453	4,946	2,926	1,336	14,398	79,860	118,917
Nov-01	15,858	4,940	2,925	1,349	14,320	79,793	119,185
Jan-02	16,023	4,970	2,941	1,350	14,366	80,203	119,853
Dec-02	16,897	5,247	3,192	1,390	15,001	83,225	124,952
Apr-03	17,121	5,208	3,248	1,394	14,981	82,692	124,644
Jun-03	17,480	5,284	3,346	1,408	15,206	83,501	126,225
Jan-04	17,772	5,233	3,406	1,416	15,152	84,055	127,034
Oct-04	19,119	5,773	3,795	1,528	16,449	87,165	133,829
Apr-05	20,312	6,321	4,216	1,604	18,142	92,574	143,169
Aug-05	18,355	5,778	4,067	1,505	17,470	87,954	135,129
Jan-06	19,424	5,946	4,160	1,561	17,614	87,965	136,670
Apr-06	19,681	5,973	4,223	1,576	17,715	87,923	137,091
Aug-06	20,241	6,056	4,402	1,613	18,015	89,671	139,998
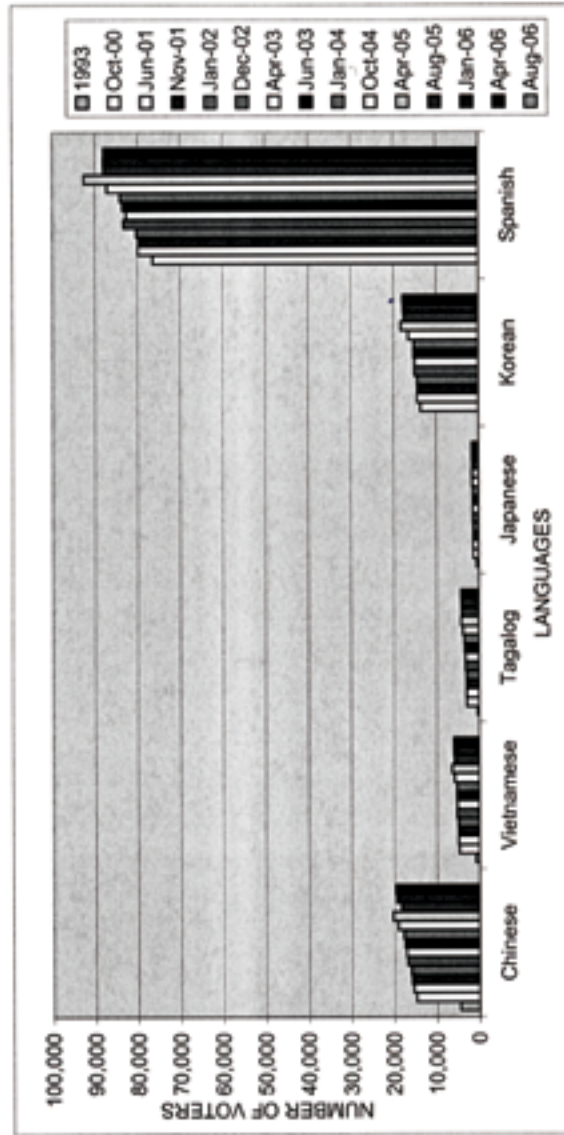
As of 4/12/06

Sample #21. Making Voting Popular (MVP) Thank-You Letter to Corporate Partner, Kansas City, MO

★ ★ ★ **MAKING VOTING POPULAR** ★ ★ ★
(MVP)

Art Brisbane   *Honorary Chairpersons*   *Steve Rose*

Clay County Election Board
Tiffany Ellison, Drrector
Norma Gorsett, Director
100 West Mississippi
Liberty, Missouri 64068
(816) 415-8683
(816) 792-5334 Fax

Platte County Election Board
Mary Beth Erickson, Director
Wendy Flannigan, Director
409 Third Street
Platte City, Missouri 64079
(816) 858-3344/3345/3341
(816) 858-3387 Fax

Jackson County Election Board
Bob Nichols, Director
Charlene Davis, Director
P.O. Box 296
Independence, Missouri 64051
(816) 521-4600
(816) 521-4609 Fax

Johnson County Election Office
Connie Schmidt
Election Commissioner
2101 E. Kansas City Road
Olathe, Kansas 66061-7032
(913)782-3441
(913) 791-1753 Fax

Kansas City Election Board
Sharon V. Turner, Director
Ray S. James, Director
1828 Walnut St. Ste. 300
Kansas City, Missouri 64108
(816) 842-4820
(816) 472-4960 Fax

Wyandotte County
Election Office
Patricia A. Rahija
Election Commissioner
9400 State Avenue
Kansas City, Kansas 66112
(913) 334-1414
(913) 299-6213 Fax

November 25, 1998

Ms. Sharon Obenland
H & R Block
4500 Main
Kansas City, Missouri 64108

Dear Sharon:

On behalf of the election officials in the Greater Kansas City Metropolitan area, please accept our thanks for your company's participation in the **Making Voting Popular** program.

We are glad to report that the election worker recruitment initiative was a huge success. Over 200 individuals were assigned as new election workers in the bi-state area on the November 3, 1998 election day.

Following is a listing of employees from your company who worked in the election:

     Joyce Harris   Jim Reicher   Linda Shelly
     Mary Ann Merle   Phil Reicher

We appreciate your response to our plea for help and your help made a difference! Your employees contributed to our efforts to make the election process more efficient. As a charter member of the **Making Voting Popular** program, we would like to express our appreciation for your support by presenting you with the enclosed certificate. Individual certificates have also been mailed to your staff members.

Again, thank you for your participation. We look forward to working with you in future elections as part of the **Making Voting Popular** program!

Sincerely,

Sharon V. Turner
Missouri MVP Coordinator

Enclosure: Certificate

Sample #22. Champions of Democracy Letter to Participant, Franklin County, OH

Franklin County
Where Government Works

BOARD OF ELECTIONS
Matthew M. Damschroder, Director   Dennis L. White, Deputy Director

Dear Champions of Democracy Participant;

Thank you for allowing your employees to participate in the Franklin County Board of Elections Champions of Democracy program as Precinct Election Officials. We would not have had as successful an Election Day in November 2005 without your support.

Champions of Democracy began in the fall of 2004 and has created multiple partnerships between the Board of Elections and local corporations, civic organizations, and government agencies. The result: more than 300 people were placed as precinct election officials in the last election.

This year the Board of Elections will implement a new touch screen voting system required by recent federal and state laws. To assist us in this process, we hope to increase the number of our Champions of Democracy partnerships as well as the number of individual employee participants at the polls through this program. We trust that we can count on your continued support.

The Board of Elections is committed to making your partnership as a Champion of Democracy as easy and as beneficial as possible for you and your employees/members. Training for your employees as a precinct election official is available during the course of several weeks at various times of the day and on weekends. For organizations that recruit 25 or more people, Board of Elections staff will train them at your location. To promote your participation in this important program, your employees will be permitted to wear tasteful clothing with your organization's logo while at the polls on Election Day. In addition, your company will be publicly recognized by the Board of Elections through our annual Champions of Democracy advertisement in the Columbus Dispatch.

We respectfully request your organization's continued participation in the Champions of Democracy program in 2006 for both the May 2 and November 7 elections. In the next few weeks we will be following up with you to discuss how we can partner together and enable your employees/members to "Take a Day for Democracy!" If you have any questions, please do not hesitate to contact us at 614/462-5352.

Sincerely,

Renee Klco   Lillian Williams
Precinct Election Official Manager   Public Relations Manager

FRANKLIN COUNTY   (614) 462-3100   **BOARD MEMBERS**
BOARD OF ELECTIONS   (614) 462-3489 FAX   William A. Anthony, Jr., Chairman
280 East Broad Street   Michael F. Colley, Esq.
Columbus, Ohio 43215   www.FranklinCountyOhio.gov/BOE   Kimberly E. Marinello
                                                              Carolyn C. Petree

Sample #23. Certificate of Completion, Wayne Community College, Detroit, MI

WAYNE COUNTY COMMUNITY COLLEGE DISTRICT IN PARTNERSHIP WITH THE DEPARTMENT OF ELECTIONS

CERTIFICATE OF COMPLETION

THIS CERTIFICATE IS AWARDED TO

SOLOMON SMITH

FOR SUCCESSFUL COMPLETION OF THE *POLL WORKER TRAINING*

JANICE M. WINFREY
CITY CLERK CHAIRPERSON, ELECTION COMMISSION
DATE

DANIEL A. BAXTER
DIRECTOR OF ELECTIONS
DATE

BRIAN SINGLETON
DEAN OF STUDENT SERVICES FOR CAMPUS OPERATIONS
DATE

DETROIT CITY DEPT. OF ELECTIONS

Sample #24. Letter to Churches, Cuyahoga County, OH

CUYAHOGA COUNTY BOARD OF ELECTIONS

Robert T. Bennett	Edward C. Coaxum, Jr.	Sally D. Florkiewicz	Loree K. Soggs	L. Michael Vu	Gwendolyn Dillingham
Chairman				*Director*	*Deputy Director*

September 19, 2006

Dear Church Official,

In effort to recruit quality poll workers for the November 7, 2006 General Election, the Cuyahoga County Board of Elections is teaming up with the County, Municipalities, Corporations, Unions and Community Organizations requesting their participation in our recruitment efforts.

The Board of Elections must employ over 7000 temporary workers on Election Day to serve our community at the polls. To aid in the process we are asking our community partners to assist in recruitment efforts.

Members of the Recruitment and Outreach Department at the Board of Elections are available to attend or host recruitment events conveniently at our partnering agencies, city halls, corporations, and community centers.

The responsibilities of our Poll Workers and Election Day Technicians are demanding yet enriching. Our poll workers are responsible for opening and closing polling locations, providing voters with proper instructions to cast their ballot, ensuring all Election Laws are followed, and providing a beneficial service to the citizens of Cuyahoga County. The rate of pay for a poll worker is $172.10 (Judge) or $182.10 (Presiding Judge). Election Day Technicians are our technical set up, take down and trouble shooting employees at the polling locations and the rate of pay for them is $225.

Attached to this letter is a bulletin that we would like you to place in your congregation newsletter/bulletin and post, along with the colored flyer, throughout your church building.

Thank you for your continued participation in the election process.

Sincerely,

Recruitment and Outreach Assistant

Poll Worker Recruitment and Outreach
2925 Euclid Avenue • Cleveland, Ohio 44115-2497 • (216) 443-3277
www.cuyahogacounty.us/boe • Ohio Relay Service 711

Revised 6/20/2007 11:52 AM

Sample #25. Sample Notice for Church Bulletin, Cuyahoga County, OH

CUYAHOGA COUNTY
BOARD OF ELECTIONS

Robert T. Bennett   Edward C. Coaxum, Jr.   Sally D. Florkiewicz   Loree K. Soggs   L. Michael Vu   Gwendolyn Dillingham
Chairman   *Director*   *Deputy Director*

FOR USE IN A BULLETIN OR POST ON BULLETIN BOARD

The Cuyahoga County Board of Elections is seeking individuals willing to work the November 7, 2006 General Election. We have two opportunities available for participation:

- Election Day Technicians assist us as technical support for the electronic voting devices at the polling locations. Election Day Technicians are required to attend an eight hour training class and will be paid $225.00.

- Poll Workers assist us in duties relating to the administration of the election. Poll Workers are required to attend a four hour training class and will be paid $172.10.

If you are interested in working on Election Day, please contact the Board of Elections Poll Worker Department at 216-443-3277.

Poll Worker Recruitment and Outreach
2925 Euclid Avenue • Cleveland, Ohio 44115-2497 • (216) 443-3277
www.cuyahogacounty.us/boe • Ohio Relay Service 711

Revised 6/20/2007 11:52 AM

Sample #26. Making Voting Popular Recruiting Letter to Participating Organizations, KS/MO Metropolitan Area

★ ★ ★ **MAKING   VOTING   POPULAR** ★ ★ ★
MVP

Art Brisbane   Honorary Chairpersons   Steve Rose

Clay County Election Board	Jackson County Election Board	Johnson County Election Office	Kansas City Election Board
Tiffany Ellison, Drrector	Bob Nichols, Director	Connie Schmidt	Sharon V. Turner, Director
Norma Gorsett, Director	Charlene Davis, Director	Election Commissioner	Ray S. James, Director
100 West Mississippi	P.O. Box 296	2101 E. Kansas City Road	1828 Walnut St. Ste. 300
Liberty, Missouri 64068	Independence, Missouri 64051	Olathe, Kansas 66061-7032	Kansas City, Missouri 64108
(816) 415-8683	(816) 521-4600	(913)782-3441	(816) 842-4820
(816) 792-5334 Fax	(816) 521-4609 Fax	(913) 791-1753 Fax	(816) 472-4960 Fax

Platte County Election Board
Mary Beth Erickson, Director
Wendy Flannigan, Director
409 Third Street
Platte City, Missouri 64079
(816) 858-3344/3345/3341
(816) 858-3387 Fax

Wyandotte County
Election Office
Patricia A. Rahija
Election Commissioner
9400 State Avenue
Kansas City, Kansas 66112
(913) 334-1414
(913) 299-6213 Fax

Dear MVP Participant,

Thank you for your interest in the **Making Voting Popular** program. With your help, we will make a difference in the voting process. In the interest of time, we are faxing information to you and request that your response be faxed to us also.

Enclosed please find the following:

1. A letter from the Secretary of State expressing appreciation for your commitment to the program.

2. An Election Worker Information form to be given to employees who may consider working in the program.

3. An Election Worker Questionnaire to be completed by each employee in your company who will participate in the program.

4. An MVP flyer to post on your bulletin board. Please give us a call if you would like to receive a color poster(s) for your office. You may contact Patty Murphy at 816-842-4820 ext. 229.

Please complete an Election Worker Questionnaire for each employee in your organization who will work in the **Making Voting Popular** program and fax as follows:

Missouri employees: MVP Program   Kansas employees: MVP Program
                        Missouri Office   Kansas Office
                        816 472-4960   913 791-1753

Upon receipt of your Election Worker Questionnaires, we will forward a copy of the appropriate training schedule for your employees.

If you have questions or would like additional information, please contact Sharon Turner in Missouri at 842-4820 ext. 238 or Connie Schmidt in Kansas at 782-3441 ext. 3303.

Thank you for your support and welcome to the **Making Voting Popular** program!

Sample #27. Mayor's Letter to City Managers, Milwaukee, WI

Tom Barrett
Mayor, City of Milwaukee

In preparation for the September 12th Primary Election and November 7th General Election, I am asking you to forward the names of your personnel who will be assisting at the polls to Ms. Susan Edman at sedman@milwaukee.gov by Monday, **July 31, 2006**.

Approximately **400** managers (pay grade 4 and above) are needed. Of these, 200 will be asked to work from 3:00 p.m. - 11:00 p.m. and expected to reconcile election records and deliver all related documents to the Election Commission by 11:00 p.m. on the night of the Election. The remainder will work 6:30 a.m. - 8:30 p.m. and serve as quality assurance managers.

To ensure adequate poll worker coverage at our 200 sites, non-management employees are also invited to serve as poll workers on a voluntary basis subject to their department head's approval based on staffing needs. If they are scheduled to work on Election Day, they would be released to work as a poll worker and paid by their department at their straight time rate of pay. Those employees choosing to participate will be expected to work 6:30 a.m. - 2:30 p.m. No overtime is allowed. If Election Day falls on their regular off day, they may volunteer on their off day for a 7 or 14 hour shift and be paid the poll worker compensation.

Additionally, the City Attorney's Office recently issued an opinion which allows city employees to serve as poll workers with compensation while on a pre-approved vacation day, Sick Leave Incentive Day or Compensatory time off day. City employees electing this option should contact the Election Commission directly at 286-3491.

Attendance at a two hour training class (on City time) is required. A training and availability schedule will be forwarded to all employees serving on City time.

Please share this information with your staff and reply as requested. Thank you for your cooperation and assistance in assuring a smooth Election.

Sincerely,

Tom Barrett
Mayor, City of Milwaukee

Office of the Mayor - City Hall - 200 East Wells Street - Milwaukee, Wisconsin 53202
(414) 286-2200 - fax (414) 286-3191 - mayor@milwaukee.gov

Sample #28. Board of Commissioners Resolution Creating a County Poll Worker Program, Cuyahoga County, OH

The Board of County Commissioners of Cuyahoga County, Ohio

Resolution in support HB 262
Authorizing Poll Worker Leave
Providing for a paid day for Cuyahoga County employees to work the day of November 7, 2006 for the Board of Elections in Cuyahoga County.

WHEREAS: The Board of County Commissioners has been asked by the Cuyahoga County Board of Elections for county employees to work election day, November 7, 2006; and

WHEREAS, The Board of County Commissioners believes in the election process and wants to encourage our employees to vote and participate more fully in the process, and

WHEREAS, The Board of County Commissioners is supportive of the efforts of the Cuyahoga County Board of Elections efforts to provide a seamless, efficient election day for the voters of Cuyahoga County.

NOW,THEREFORE, BE IT RESOLVED that pursuant to HB 262 and ORC Section 3501.28, the BOCC establishes the following guidelines for county employees to work for the Cuyahoga County Board of Elections on November 7, 2006 as poll workers;

Each agency Director will solicit their own employees to work on Election Day. The agency Directors shall determine the number of employees that may be permitted to work at the polls without unduly compromising the agency's work on Election Day.

Each employee's request to participate shall be given equal consideration. Selection shall be at the Director's discretion and based on the department's operational needs.

To be eligible to participate, employees must sign a written agreement that is approved by the Director or his/her designee. This agreement shall stipulate the length of service required and that there shall be no additional monetary compensation or compensatory or exchange time. Should the employee choose to attend training courses during the employee's regular working hours, such leave is not covered under the Poll Worker Leave provisions and requires a prior request and authorization for leave with vacation, personal or compensatory pay. Leave without pay will not be permitted to attend Poll Worker training courses.

Sample #28. Board of Commissioners Resolution Creating a County Poll Worker Program, Cuyahoga County, OH (page 2)

The completed forms will be forwarded to The Office of Human Resources, who shall serve as the repository of these forms. The Office of Human Resources shall create a document for the Board of Elections listing names, addresses, and telephone numbers of participating employees, along with any other relevant information requested by the BOE.

Each employee will complete a Poll Worker Leave Verification Form according to the directions contained therein and shall return that document to their supervisor the day following the election.

To facilitate participation by BOCC employees who are represented by Labor Unions, the BOCC Division of Labor Relations is authorized to obtain the agreement if the unions based on the terms outlined above.

Other elected officials and appointing authorities are encouraged to allow their employees this same opportunity participate under these terms as permitted by ORC 3501.28 to facilitate a flawless election day this year.

This resolution is adopted solely for the November 7th, 2006 election day in Cuyahoga County.

Sample #29. Recruiting Poll Workers With Disabilities (photo from Washington, DC, polling place)

Sample #30. Poll Worker Skill Set, Detroit, MI

SUPER POLLWORKER
Pastor's Pick

A person in this position will be trained to handle election day operational troubleshooting responsibilities in any of the assigned polling location. He or she will be accountable to ensure that the precincts as assigned, are functioning competently in serving Detroit's voters on Election Day.

Minimum Qualifications:
- Registered Voter in the County of Wayne

The person must posses the following attributes:
1. Excellent organizational and customer service skills
2. Managerial/supervisory/coaching and time-management skills
3. Result-oriented and follow up skill
4. City's image-conscious (The Big Picture)

RESPONSIBLITIES

Oversee Election Day precinct(s) operation in **one** polling location as assigned. Upon completion of three (3) days of intensive training, each super poll worker must have adequate skills to perform the following essential functions:

1. (a) Supervise opening of each precinct
   (b) Processing of Voters
   (c) Closing the Polls

2. **Have knowledge of the Qualified Voter File (QVF):**
   (a) Identifying Voter names, understanding different codes in the QVF lists and how to process a coded voter.
   (b) Understand precinct poll book review; ensuring that vital pieces of information is correctly and completely entered.
   (c) Knowledge about the different Affidavits and the one to use for a specific situation.

3. **Understanding Provisional Balloting Processes:**
   (a) Who must vote provisionally and why
   (b) What documents must be completed
   (c) Handling completed provisional ballots

4. **Reconciling (balancing) precinct counts:**
   (a) Poll book
   (b) Highlighted names in QVF
   (c) Completed applications to vote.

5. **Knowledgeable about the precinct challenging processes:**
   Differences between a Challenger, Poll Watcher and Poll Observer
   (a) Process of appointing challengers
   (b) Roles and responsibilities of official challengers
   (c) Challengers Do's and Don'ts
   (d) Process of challenging a ballot

6. **Precinct election day closing processes:**
   (a) Generating election day results
   (b) Removing of the Memory Card
   (c) Sealing of all envelopes and transfer cases
   (d) Transporting of envelopes to Department of Elections

Sample #31. Memo to Teachers, Detroit Public Schools, Detroit, MI

May 2, 2006

Draft

Dear Educator:

I want to thank you, as well as, all other members of my Detroit Federation of Teachers (DFT) family for the support and encouragement that I have been privileged to receive.

One of my goals as the city clerk/chairperson of the Election Commission of this great city is to restore the voters' confidence in the integrity of Detroit's elections. The way to achieve this is to enhance the quality of our service delivery through reorientation of our field workforce.

The purpose of this correspondence is to solicit your assistance as an educator to serve in the capacity of a super poll worker. This is a newly created supervisory position for all polling locations in Detroit. The person in this position upon completion of three training sessions at the Wayne County Community College District (our partner), will be the leader of the operation in the assigned polling location. I strongly believe that as educators, our training placed us in a unique advantage as professionals to serve in these positions.

Compensation for this position is $275.00 (Two hundred and seventy five dollars) per election.
If you are interested, please complete the attachment below and return to the:

Detroit Department of Elections
2978 West Grand Boulevard
Detroit, Michigan 48202
Attention: Ms. Marina Lee

If you have any question or need additional clarification concerning this matter, please, feel free to contact Mrs. Rachel Jones at (313) 876-0221 or Mr. U. Edwin Ukegbu at (313) 876-0233. Please feel free to extend this information to other educators who may express interest.

Again, thank you for your support and I look forward to your consideration to serve in this position

Sincerely,

Janice M. Winfrey, City Clerk/ Chairperson
Detroit Election Commission

Every 2 years, election officials train more than 1.4 million citizens to carry out a task critical to our democracy. On Election Day, the citizen's right to cast a vote rests not in the hands of election officials but in the hands of poll workers.

Ultimately, poll workers ensure that eligible citizens are able to cast a vote and have that vote counted. Election officials must provide the training and tools poll workers need to carry out these important tasks. How well poll workers carry out their responsibilities reflects the quality of their training and the support they receive on Election Day.

The 2002 passage of the Help America Vote Act (HAVA), the deployment of new voting systems, and the introduction of new procedures and laws have required the reinvention of most training programs. In addition, the heightened scrutiny of elections nationwide has made this training more difficult at times.

This Guidebook presents a wide variety of training methods to address different needs. No matter what method—or combination of methods—are used to keep trainees engaged, keep in mind the following suggestions:

- **Make Ttime To Develop Your Training Program.** Before developing a training curriculum, election officials need to evaluate post-election debriefing reports and error reports to determine their training needs. Deficiencies provide a focus for subsequent training.

- **Be Realistic in Deciding What To Cover.** Training experts advise focusing on three main subject areas. In practice, this may mean that introducing a new voting system will limit the other changes you can implement in that election cycle.

- **Build Evaluations Into Your Program.** Finding ways to evaluate the effectiveness of training and tools before Election Da is critical. Only by testing the understanding of poll workers can you determine whether poll workers will be ready for Election Day.

Developing a high-quality training program takes time, work, and patience. It may require several elections to determine the most effective methods for your office. The reward for this extra effort? Poll workers who will not let you down on Election Day.

In This Chapter

- Tips for Improving Poll Worker Training
- Ideas for Planning a Training Program
- Customize by Position and Experience
- Benefits
- Pitfalls and Challenges

Tips for Improving Poll Worker Training

- **Use Visual Aids.** Create poster-sized signs to reinforce the most critical information and incorporate them into the training. For example, one poster might remind poll workers to take out the memory cartridges from each voting machine at the end of the night. Another poster might remind them to make sure provisional voters sign the provisional ballot application. A third poster might remind them of where to find troubleshooting information. Consider posting actual polling place signs around the room where the training is held. Create extra-large samples of forms. Adult learning experts have found that merely by having trainees shift their gaze away from the front of the room can help them retain information.

- **Mirror Election Day in Training.** Make sure that all the materials used in training—the opening checklist, the list of voters, the paperwork, the job guides—will be exactly the same on Election Day.

- **Use Job Aids.** A job aid is a tool for reminding poll workers how to perform a specific role or task at the polling place. It should be short—no more than one page—and easy to read. For example, you might have job aids for tasks such as checking the list of voters, assisting voters whose names are not on the list, or assisting voters with ballot machines.

- **Visit Other Jurisdictions.** Visiting another jurisdiction's training session may give you new ideas. Also, as an observer, you may see problems or pitfalls that you did not notice in your own training because you were too busy conducting the training.

- **Get Feedback From Poll Workers.** Invite poll workers to provide feedback on the training program. Develop specific questions such as, "Did you feel confident in your ability to open the polls after training?" or "Did you encounter anything on Election Day that was not covered in training?" and "What can we do better?"

Ideas for Planning a Training Program

- **Review Poll Worker Performance in the Last Election.**
  Were certain kinds of errors common across the jurisdiction? Did you get feedback from the poll workers about their training? If not, consider sending a survey to poll workers asking for feedback on training. Identify the top three problems experienced in the last election and use them to set the priorities for subsequent training.

- **Review the Content of Your Current Training Sessions.**
  It may be more effective to familiarize poll workers with the manual than to take up valuable time reviewing all of it in the training session. Make a list of topics that could be deleted or abbreviated.

- **Review the List of Election Day Supplies.** Are they all necessary, or have changes in procedures or voting systems made some of them obsolete? Are they easy to find on Election Day, or is there a better way to pack them so that nothing gets lost?

- **Review the Training Manual.** Does it need to be revised to reflect changes in procedure or new equipment? Is the information clearly presented? Ask one of your newer poll workers to read the manual and identify the topics they found confusing.

- **Consider Separate Training for Experienced and New Poll Workers.** If you are not implementing major changes, it may be more effective to separate experienced and new poll workers. If you train all poll workers together, consider using more experienced poll workers to help train new poll workers.

- **Determine What Poll Workers Could Take Home to Review.** The manual? A training video? A quiz or scenarios to work through? A copy of the presentation?

- **Consider a Pay Increase for Attendance.** If you are implementing new procedures or want to conduct a more intensive training class, improving poll worker pay may increase the number and quality of people who attend.

- **Determine the Equipment and Supplies Needed.**
  If you are introducing new voting equipment, you will need several voting machines so that poll workers can practice using them. If the format of materials such as the provisional ballot application, the voter list, or the precinct map has changed, make sure the revised versions are available for training.

Pre-Election Troubleshooting

- *Has there been a law change? (Example: a new requirement to provide ID or a change in the number of voters in a precinct.) If so, what will the impact be, if any, on poll worker recruiting and training?*

- *Is there a new mandatory procedure? (Example: a new format of the provisional ballot envelope.) If so, what will the impact be, if any, on poll worker recruiting and training?*

- *Has a new voting technology been introduced? (Example: new voting machines, new electronic poll books, new scanners.) If so, what will the impact be, if any, on poll worker recruiting and training?*

- *Has a new vendor or supply source been introduced? (Example: new ballot supplier or election supply delivery service.) If so, what will the impact be, if any, on poll worker recruiting and training?*

- *Are there any new security procedures? (Example: new badges, new tamper tape.) If so, what will the impact be, if any, on poll worker recruiting and training?*

- *Are there any particularly high-profile issues in the election? (Example: any current political or partisan concerns such as anticipated close races or special observers.) If so, what will the impact be, if any, on poll worker recruiting and training?*

- **Choose Qualified Poll Worker Trainers.** The best trainers often have high energy levels and dynamic personalities. Poll worker trainers must also be able to dedicate time to managing and conducting training sessions.

Customize by Position and Experience

Use Customized Training To—

- Ensure thorough coverage of topics for novice poll workers.

- Enable experienced poll workers to develop expertise in specific areas.

- Provide indepth coverage of position-specific duties, such as the electronic poll book.

- Create precinct teams of complementary skilled individuals rather than generalists.

Differences of opinion exist on the benefits and disadvantages of tailoring poll worker training to specific positions and skill levels. Jurisdictions should explore and adapt practices appropriate for their environment.

Benefits

- Organizing a training program according to poll worker positions enables trainers to go into more depth about specific procedures and forms. They can also create customized role-play scenarios. Moreover, poll workers appreciate seeing exactly what they are supposed to do on Election Day and can ask more focused questions.

- Separating new and experienced poll workers enables trainers to tailor the presentation of material to the different needs of the groups. With new poll workers, trainers can move slowly to ensure that all the basic topics are covered. With more experienced poll workers, trainers can review basic points and then devote more time to new or complicated procedures.

Pitfalls and Challenges

- Customized training according to poll worker position creates additional logistical challenges. Assignment to training classes requires more coordination than for one-size-fits-all programs, and if a poll worker assigned

Tips

- *Jurisdictions may wish to conduct general training before a primary election to ensure that everyone is familiar with all basic issues. They can change the format before the general election so that poll workers can use their recent experience to ask specific questions and participate in more focused role playing.*

- *Jurisdictions seeking to experiment with training by job position may wish to consider conducting nonspecific team training for classes leading up to a primary election so that everyone can become familiar with all the basics. In preparation for a general election, the format can be changed to training by position so that poll workers can debrief according to their recent experience, be prepared to ask focused questions, and participate in role playing.*

to a specific job does not show up on Election Day, the absence leaves a vacancy in the poll worker team's skill set.

- Classes geared by experience may lead to uneven class sizes.

- Trainers may assume that experienced poll workers have a larger knowledge base than they actually do.

In This Chapter

- Managing Change at the Polling Place
- Poll Worker Assignments
- Implementing a New Voting System
- Revamping and Testing Training Materials
- Hands-On Training
- Providing Election Day Technical Support
- Troubleshooting Materials
- Call Center Support
- Field Technicians/Rovers
- The Practice Makes Perfect Model

Managing Change at the Polling Place

An election is a complex process, and a change in any aspect of election administration affects what the poll workers do on Election Day.

Smooth transition to new systems or procedures requires communication with elected officials, politicians, voters, poll workers, community organizations, the media, the election staff, and voters.

Consider forming a steering committee made up of staff and poll workers to oversee the process. These poll workers can also serve as a focus group for testing changes in forms and procedures. Experienced poll workers can provide valuable input on what will or will not work in the polling place on Election Day. These poll workers can also serve as "change ambassadors," helping to build critical support from new poll workers later in the process.

Forms, Supplies, and Paperwork

- **Conduct a Thorough Review of All Forms That Might Be Affected by the Change.** When drafting revisions of any forms, be sure to include all relevant staff in the revision process.

- **Allow Plenty of Time To Revise Forms.** In setting a deadline for getting forms printed, remember to count back from the start of training.

- **Test the Forms.** Consider bringing in poll workers to test the usability of the forms. Have the poll workers fill out the forms and identify any problems that arise.

In planning how to administer changes in polling place operations, identify the staff and stakeholders who will be affected, including—

- *Warehouse personnel.*

- *Print shops.*

- *Election supply vendors.*

- *Trainers.*

- *Party officials.*

- *Officials responsible for nominating or appointing poll workers.*

- *Polling place contacts, such as school and church administrators.*

- *Recruiters.*

- *Poll workers.*

- **Make the Forms Self-Explanatory.** A form that is too complicated increases the likelihood of error. Poll workers are tired at the end of Election Day, and they may not have the patience to figure out calculations and complicated procedures.

Poll Worker Training Manuals

Your poll worker training manual is more than a handy tool. It is a legal document that codifies Election Day polling place rules. Revising your manual requires time and careful attention.

Revising your poll worker training manual goes hand-in-hand with revising the forms.

Training poll workers on new equipment and procedures requires revising the materials used. Review current training materials and identify those aspects of the process that will be changing and those that will not. Training materials should highlight the most important aspects of any transition.

Poll Worker Assignments

Reduce potential problems on Election Day by pairing experienced poll workers with new poll workers.

In making the transition to more sophisticated equipment, consider creating a poll worker position dedicated to resolving technical problems at the polling place. In some jurisdictions, these precinct technicians are not considered official poll workers and, therefore, are not subject to residency and age requirements.

Implementing a New Voting System

Implementing a new voting system is a huge undertaking, and there can be no mistakes. Poll workers responsible for rolling out computer voting systems typically have little or no technical expertise.

When launching a new system, everyone needs training: staff, media, candidates, campaign workers, elected officials, poll workers, and voters. A successful training program will enable everyone to understand the new systems, be confident in their ability to use them, and know how to obtain support on Election Day. In many instances, poll workers must open the polls within 1 hour of arrival, and inadequate training can result in high stress levels on Election Day morning.

Revamping and Testing Training Materials

- Draft the training materials—the election manual, the training guide, hands-on exercises, and the video script—while using an actual voting machine programmed for the election.

- Write (and possibly illustrate) simple instructions for opening and closing the machines based on the vendor-provided instructions and your own experience with the practice machine. Use direct, easy-to-understand verbs such as "Open," "Touch," and "Select."

- Test the accuracy and quality of the instructions by having staff work in teams of two, with one person reading the instructions and the other person doing the work. Time this activity to determine how long it will take on Election Day.

- Observe poll workers in a practice session as they follow the instructions for using the new equipment. If poll workers have trouble, the instructions probably need to be revised.

- Build poll workers' confidence and familiarity with the setup procedures by using the same supplies and checklists during training sessions that they will use on Election Day.

Hands-On Training

- Hands-on training classes with new equipment are critical. Make sure you have enough new systems available at training classes to allow each poll worker enough time to complete the desired function twice and to observe others completing the function. Two to six poll workers per machine is optimal. With larger groups, some people will never touch the machine, or trainers will have to make an extra effort to ensure that all poll workers engage the machine.

Election officials interviewed for this EAC guidebook stress that components of a successful poll worker training program for deploying a new voting system should include—

- *Training inhouse staff.*

- *Simple opening and closing instructions.*

- *Poll workers' hands-on training.*

- *Simple voter instructions.*

- *"Practice makes perfect" sessions.*

- *Specialized training for Election Day support staff.*

- *Election Day telephone support.*

Teams of poll workers set up a voting machine by consulting their manual and job aids, Franklin County, OH, spring 2006.

- Train people in pairs to reinforce the requirement of working in teams when opening and closing the voting machines on Election Day. Have them play both roles: one team member reads the instructions and documents the actions, while the other team member does the work.

- Self-paced, hands-on practice between the training class and Election Day is valuable. In many jurisdictions, training sessions occur 2 to 4 weeks before Election Day, which is plenty of time to forget a lot of details. Practicing before election morning allows poll workers to make mistakes, correct them, and build confidence.

Providing Election Day Technical Support

No matter how effective, thorough, and professional the poll worker training, providing a sufficient level of technical support on Election Day is critical.

Troubleshooting Materials

Make sure each precinct has an easy-to-use guide that gives step-by-step instructions for solving the most common problems. Be sure the guide provides the call center phone number. Include the troubleshooting guide in the manual, and make sure the training class includes instructions on how to find and use this section of the manual.

Call Center Support

Set up a call center at the central election office and provide every precinct with the phone number. Put the phone number in several places, including the open/close instruction sheets, the election manual, the troubleshooting guides, and the election supplies, and on stickers on the equipment.

Staff the call center with technicians who have had specialized training. Have the technicians document each call, including the time the call was received, the precinct the call came from, the name of the poll worker calling, a description of the problem, the machine serial number, the resolution, and when the call ended. Provide the call center staff with a more detailed support guide with instructions for solving problems that may arise. Be sure the machine vendor has a call center that will provide backup support for your call center staff. Be sure the call center staff knows what to do if they cannot resolve the problem, and include instructions on how to deploy a field technician/rover.

For major changes, such as voting equipment changes, create a multitiered support system that includes the following components:

- *Troubleshooting materials at the polling place.*

- *A call center staffed by technicians who can talk poll workers through problems over the phone.*

- *A staff of mobile technicians who can go to polling places to solve complex problems.*

Most calls will come in around the opening and closing of the polls, so schedule staff accordingly.

Field Technicians/Rovers

Field technicians/rovers are the third tier of Election Day support for the poll workers. They often are specially trained election office staff or government employees from county and city information technology (IT) departments. Each is assigned to help the precincts in a specific geographical area.

Make sure all field technicians/rovers keep a log of their activities, including the polling places they visit and the support they provide. By reviewing this information and debriefing after each election, election staff can decide when the poll workers have reached a confidence level when the IT support staff are no longer needed on Election Day. This usually takes several elections.

During the first election, instruct field technicians/rovers to visit each polling place in their area before the polls open. Throughout Election Day, have the field technicians/rovers circulate among the polling places, providing assistance as needed. Before the close of the polls, the field technicians/rovers should visit the locations again to ensure that the poll workers are prepared to close the voting machines.

Consider recruiting a supplemental support crew for the first election using new equipment. Partner with county and city IT employees, and assign each to provide support to two or three polling places each. Ask each to be on standby at one of the assigned polling places in the morning and at another one in the evening. Encourage the supplemental support crew to give assistance only when requested by the poll workers. The poll workers should attempt to solve problems themselves, but if they encounter difficulties with the new equipment, the IT support crew will be onsite to reinforce the correct procedures.

The Practice Makes Perfect Model

The Practice Makes Perfect model supplements hands-on training in jurisdictions that deploy new voting equipment on Election Day.

Poll worker training sessions begin as many as 6 to 8 weeks before Election Day. The Practice Makes Perfect model provides a refresher on opening, operating, and closing the new voting equipment in the week before Election Day.

Here is how it works: invite poll workers to drop in to various locations throughout the jurisdiction during the week before Election Day. During the sessions, poll workers can open a voting machine, print the zero report, process a voter, cancel a ballot, run the end-of-day results tape, and close the voting machine. Poll workers can practice at their own pace. Staff the Practice Makes Perfect sites with experienced precinct chiefs to get the poll workers started, provide help when necessary, and check the results.

Depending on the size of your jurisdiction, you may need one or many Practice Makes Perfect locations. If your jurisdiction is large, make sure locations are geographically dispersed to increase the likelihood that poll workers wil stop by and practice on their own.

Purpose and Benefits

The Practice Makes Perfect Model—

- Provides a nonthreatening, low-pressure environment for poll workers to practice using the new equipment before Election Day.

- Reinforces the poll workers' confidence level and ability to manage the equipment, ensuring a smooth startup on Election Day morning.

- Reduces the likelihood of poll worker errors on Election Day.

Resources Needed

- Reserve space, prepare materials, and train staff in advance. The precinct chiefs should be skillful communicators who are comfortable with giving instructions.

- Aside from the election office, ideal sites for Practice Makes Perfect are other government buildings such as civic centers, libraries, and city halls. County and city offices can make a substantial contribution by donating the use of their space.

- Assemble adequate supplies, ensure that the voting machines are ready for use during the Practice Makes Perfect period, and arrange for transportation of the machines to the sites.

Sample #32. Flyer Inviting Poll Workers To Attend Practice Makes Perfect Training (page 134)

Evaluation

- By tracking the visits to the Practice Makes Perfect locations, election officials can determine how many poll workers at each polling place attended a practice session. Ideally, at least one poll worker from each polling place should visit a Practice Makes Perfect location.

- Even though poll worker attendance at the Practice Makes Perfect location is voluntary, the desire to do a good job on Election Day provides the necessary incentive to participate.

- Provide the opportunity for poll workers to give feedback at each of the Practice Makes Perfect sites.

In This Chapter

- Hands-On Training
- The Perfect Polling Place Simulation
- Role Playing Techniques
- Peer-to-Peer Techniques
- Interactive Techniques
- Job Aids
- Slide Presentations
- Videos
- Online Training

Hands-On Training

This chapter illustrates several training techniques and tools that have been proven to improve adult learners' comprehension and retention of information. Use them to improve poll worker performance on Election Day.

Hands-on training is critical when teaching people how to perform any kind of mechanical procedure. Poll workers need to see how a power cord attaches to a machine, to practice pulling out the legs of a voting booth, to feel how a machine component snaps into place, to run through all the instruction screens on a voting system, and to practice replacing a roll of paper.

Hands-on training should include an introduction that provides a brief orientation to the equipment and a discussion of its advantages.

Poll workers need guidance during hands-on training. There are various methods for providing that guidance. In a centralized model, a single trainer directs small teams of no more than five poll workers as they practice each part of the process. With this model, the trainer will need a support staff to provide more detailed guidance and answer questions. Using a less centralized model, a trainer is assigned to each poll worker team to provide instruction and supervise the practice. With either model, it is critical that the poll workers, not the trainers, work with the machines.

The training should replicate the Election Day process exactly. For example, if poll workers are being trained to operate a new voting system, the training should include machine setup, printing of the opening and closing tapes, and completion of all necessary opening, midday, and closing forms.

Hands-On Training

Hands-on training is particularly effective for teaching poll workers how to—

- *Set up equipment.*
- *Open and close voting machines.*
- *Prepare voting machines for voting.*
- *Print out zero tapes and results tapes.*
- *Scan ballots.*
- *Remove memory cartridges.*
- *Use an electronic poll book.*

The hands-on training should allow time for poll workers to make mistakes and figure out for themselves how to correct or avoid them.

Hands-on training should also include a variety of scenarios that poll workers are likely to encounter on Election Day, such as voters who leave before casting their votes and power failures.

Benefits of Hands-On Training

The hands-on training model—

- Allows poll workers an opportunity to handle all of the supplies and checklists necessary to open the voting machines on Election Day.

- Supplements and reinforces the oral training and written election manual.

- Builds poll worker confidence, which may reduce the pre-Election Day dropout rate.

Resources Needed

- Hands-on training for new voting systems requires making a sufficient number of voting machines available in demonstration mode so that teams of two or three can work with a machine. The machines should be programmed so that poll workers practice using the ballots that will be used on Election Day.

- Hands-on training for new voting systems also requires a space large enough to accommodate all the teams and their machines.

- All supplies and checklists that will be used on Election Day must be incorporated into the hands-on training. For example, if poll workers are required to break seals on Election Day, they should break seals during the hands-on training.

A trainer and poll worker run through a HAVA "over vote" scenario at the D.C. Board of Elections and Ethics, September 2006.

Pitfalls and Challenges

- Space in the training rooms may be a problem. Consider conducting the hands-on training in the warehouse where the equipment is located, or arrange to use larger training rooms outside your facility.

- Adequate staffing is vital to the success of hands-on training. The ratio of poll workers to trainers should be no larger than 6:1. Consider using technicians or experienced poll workers as trainers.

- Hands-on training may take longer than traditional training methods. Some jurisdictions provide an added monetary bonus or incentive to attend a longer or second training session.

- Some jurisdictions may have an insufficient supply of extra voting equipment for hands-on training.

Evaluating the Training

- Establish a method for poll workers to note problems they experience on Election Day. Monitor the calls coming in on Election Day from precincts.

- If you already require poll workers to note problems on Election Day, compare the list of problems before implementing station training with the problems encountered after training.

The Perfect Polling Place Simulation

Opening a polling place on Election Day is comparable to setting up an office, orienting new employees, and welcoming customers within 1 hour. The Perfect Polling Place simulation facilitates the process by giving poll workers the chance to familiarize themselves with the layout and operation of a polling place ahead of time.

The concept of the Perfect Polling Place simulation is simple: create a polling place prototype, much like a model show room. It is much easier for poll workers to understand what needs to be done on Election Day when they can see, touch, and walk through an actual polling place as a part of their training session.

The prototype should look exactly like an Election Day polling place, including outdoor signs, interior signs, instructions, sample ballots, check-in supplies, forms, and the voting equipment.

Models for Varying Class Sizes

Jurisdictions With Small Classes

Conduct the hands-on segment of the training class at a voting unit station. The station should consist of a sufficient number of machines and all the relevant forms and materials to enable poll workers to practice all the tasks required on Election Day.

Staff the stations with trainers who can provide guidance and answer any questions.

Jurisdictions With Large Classes

Jurisdictions with large classes may limit the number of poll workers at each class session and offer multiple sessions. This reduces class size and provides more poll workers the opportunity to practice with the voting equipment.

If a large class size makes it impossible for poll workers to spend some hands-on time with the voting equipment during regular training sessions, the Practice Makes Perfect model enables poll workers to drop in at their convenience to practice operating the voting machines.

Have trainees watch experienced poll workers operate the Perfect Polling Place and have trainees perform the various tasks under their supervision.

Benefits of the Training Simulation

The Perfect Polling Place—

- Provides an opportunity for poll workers to review placement of supplies and signs and practice how they will process voters on Election Day.

- Reinforces content of the training with a demonstration.

- Reduces anxiety for new poll workers by familiarizing them with the polling place in a calm, safe environment.

Resources Needed

- Samples of all materials used at each polling place must be ready for demonstration at the training session. If multiple training events are conducted simultaneously, multiple copies of sample materials are needed.

- Space for a mock polling place at the training location should be provided.

Pitfalls and Challenges

- It is best to have space comparable to an actual polling place, but you can create an adequate substitute with free wall space and a few tables and chairs.

- For offsite training sessions, setting up a Perfect Polling Place reminds staff members of what poll workers will experience on Election Day. Consider assigning this task to tenured poll workers serving as assistants to the training staff.

Sample #33. Photo of Perfect Polling Place Room From Johnson County, KS, Digital Photo (page 135)

The Perfect Polling Place Simulation Helps Poll Workers Learn How To—

- *Set up a polling place.*

- *Post signage.*

- *Check supplies.*

- *Arrange voting machines.*

- *Promote efficient processing and flow of voters.*

A trainer at the St. Louis County, MO, Board of Elections employs a demonstration-sized version of an actual voter roster page, August 2006.

• Use poll workers and staff members to perform various roles on the Perfect Polling Place stage.

Role Playing Techniques

Role playing helps trainees learn how to—

- Check in voters.

- Ask for identification.

- Process provisional voters.

- Handle special situations, such as angry voters, lost voters, or challenges.

- Assist voters with voting machines.

- Assist voters who have disabilities.

- Prevent electioneering.

- Handle Election Day observers or poll watchers.

Role playing teaches poll workers not only administrative procedures but also appropriate interaction with voters. Develop a variety of likely scenarios and create a Perfect Polling Place as a stage for the role play. As with all training, the materials and setup for role playing should mirror what the poll workers will encounter on Election Day. If you will be using job aids or a reminder sheet, those materials should be available.

A trainer enacts a scenario with a first-time check-in clerk, D.C. Board of Elections and Ethics, November 2006.

Sample #34. Sample Role-Playing Exercises (page 136)

Sample #35. Scenarios To Enact Through Role Playing (page 137)

Benefits of Role Playing

Role playing—

- Provides a real-life Election Day experience.

- Creates a comfortable environment for poll workers to share problems they have encountered on Election Day and discuss additional problemsolving techniques.

- Reduces anxiety for new poll workers.

Resources Needed

- Develop the scenarios ahead of time. They need not be longer than a paragraph.

- Demonstrate as many scenarios as possible to provide poll workers with solutions for problems that may occur on Election Day.

Pitfalls and Challenges

The training location needs sufficient space to set up a mock polling place.

Evaluating the Role Playing

The role playing should occur toward the end of the training session and reinforce the material covered. Listen to questions that arise during the exercises to evaluate the other components of the training program.

Trainers play the roles of poll worker and voter, D.C. Board of Elections and Ethics, November 2006.

Peer-to-Peer Techniques

Experienced poll workers have a wealth of information, so make good use of them to help train their colleagues. By putting poll workers in the position of trainers, you also send an important message that you value their experience and knowledge.

Implement peer-to-peer techniques by grouping experienced and inexperienced poll workers together for role-playing and hands-on exercises or by recruiting experienced poll workers as training assistants.

Working in teams of two or in small groups, experienced and inexperienced poll workers can pool their knowledge. To incorporate experienced poll workers into the instruction more explicitly, ask them to tell stories about how they handled situations such as machine malfunctions, voter challenges, or missing ballots. Work with them in advance so you know what story they will tell and how you will make use of it. You may be able to prepare experienced poll workers to field questions on a particular topic. If you do this more than once during a training session, focus each time on a different topic and a different poll worker.

Benefits

Peer-to-peer techniques allow poll workers to—

- *Learn from each other's experiences.*

- *Practice working together as a team.*

Resources Needed

- *Divide participants into small groups and plan activities focused on specific topics of instruction.*

- *For small group training, adequate space will be needed.*

- *Allot time to divide participants into groups and have them get to know each other before beginning the activities.*

- *If you are enlisting experienced poll workers, you will need time to work with them in advance of the training.*

A poll worker, who has mobility and sight impairments, effectively leads discussions of sensitivity issues during training classes at the D.C. Board of Elections and Ethics.

Sample #36. Sample Check-in Clerk Job Guide From District of Columbia's BOEE (pages 138–139)

The following examples illustrate how to use peer-to-peer training to familiarize trainees with the poll worker manual:

- **Think-Pair-Share.** This one-on-one strategy requires course participants to use a designated portion of the election manual to solve a case study. One trainee devises a solution and shares it with a partner, who then evaluates it based on established criteria. They then reverse roles for a subsequent case study.

- **Small Groups.** Divide the participants into groups of 6 to 10. Each group member gives the rest of the group a 3-minute overview of a particular chapter of the election manual.

- **Group-to-Group.** Each group gives an overview of an election manual chapter to the other groups.

Pitfalls and Challenges

Peer-to-peer instruction needs to be carefully structured. Do not say, "Talk among yourselves," and expect that participants will get the information they need. Provide specific instructions, guidance, and learning objectives for each activity.

Evaluating Your Training Program

Administer a quiz on the training topics, including those presented through peer-to-peer methods. If most people correctly answer the questions associated with the peer-to-peer methods, assume the techniques are effective.

Interactive Techniques

The more you engage your trainees in the training process, the better. Adding an interactive component to the training program can be as simple as sprinkling questions throughout the session or as elaborate as devising a question-and-answer game with prizes. The trainer should also pose questions to the poll workers and should encourage their questions throughout the session. Asking questions will help you—

- Assess what people already know.

- Determine if participants understand the material.

- Engage the participants.

Sample #37. 20 Questions—Set One (pages 140–141)

Sample #38. 20 Questions—Set Two (pages 142–143)

Tips for Successful Implementation

- *Be sure that your answer key is correct. One jurisdiction reported that the training class descended into chaos when the answer key contained incorrect answers.*

- *After you ask a question, allow time for the poll workers to formulate a response. If they give an incorrect answer, ask them why they came up with that answer and if anyone else can think of a reason it might be different.*

- *Poll workers should be given a copy of the questions, either before they come to class or as they begin training. Trainers note that poll workers seem to understand the questions better if they can read the words.*

Interactive Training Should Be Used To—

- *Keep poll workers engaged in the training.*

- *Reinforce key information that poll workers must know on Election Day.*

- *Help poll workers determine for themselves what they do not know.*

- *Encourage interaction among poll workers.*

- Call attention to a particularly important or complex issue.

- Stress a key point, concept, or procedure.

Questions also facilitate interaction among the trainees. After presenting a topic, give participants a few questions they can answer individually. Then ask them to compare their answers in a small group.

Consider asking trick questions to keep everyone on their toes, and inject a little humor into the training session.

Even simple games inject a lot of energy into any training session. For example, pose questions that individuals or teams compete to answer first. Or create Jeopardy-style categories from important training topics and develop five questions for each. Consider awarding prizes for each correct answer or the highest cumulative score.

Frequently Asked Questions (FAQs): Create a sheet of 10 to 20 typical questions and answers based on the training topics. Give the sheet to participants to take away from the training.

If designed correctly, the sheet of questions could serve as a job aid on Election Day.

Tips for Successful Implementation

- Encourage poll workers to ask questions throughout the training session. Telling them to hold all their questions until the end increases the likelihood that their attention will wander.

- Intersperse short content presentations of 5 to 7 minutes with periods for questions.

- Make sure you KNOW the answers to the questions you ask, and plan how to handle incorrect answers from the participants. Figure out how to handle questions that stump you, and bring knowledgeable colleagues and the election manual.

- Make questions specific. For example, ask, "What are the four conditions under which a voter should be given a provisional ballot?" rather than, "Do you understand provisional ballots?" Being more specific tells participants there is a correct answer, that incorrect answers are unacceptable, and that they will be accountable to know this information.

- Clarify how and when participants may ask questions during the training: At any time? After each short presentation? Written on index cards?

Sample Interactive Training Exercise

Engaging Your Poll Workers: 20 Questions

Posing questions to poll workers can be a fun and effective way to preview and review the most important points covered in class. By calling out responses as a group, poll workers are less likely to feel they are being tested.

Play the first 10 questions at the beginning of class. Including silly responses with the correct ones can be an engaging ice-breaker. Remind veteran poll workers that there may be some changes since the last time they served, and advise new poll workers to note the new terms that will make sense to them by the end of class.

Play the second set of 10 questions near the end of the training sessions. Consider rewording some of the first 10 questions so that you can note which poll workers got it, which ones are confused or stubbornly holding on to how it used to be, and which themes may need to be emphasized in future training sessions.

How To Prepare Your 20 Questions. Choosing the best set of questions may take a bit of time. Work with staff and veteran poll workers to identify the key issues that trainees must understand. Be sure to include questions tha relate to new procedures.

- Explain that you use questions to gauge experience and understanding, to reinforce the presentations, and to have fun.

Job Aids

On Election Day, poll workers find themselves in a fast-paced environment, often struggling to remember important information they learned weeks earlier in their training sessions.

Job aids provide a quick visual reminder of important steps and procedures. They come in various shapes and sizes—from a full-page laminated "cheat sheet" to a sticker on the outside of a voting machine or a reminder attached to the zipper pull of a supply suitcase.

Strategically placed job aids provide reassurance and save poll workers the time and stress of looking through the training manual on Election Day.

Slide Presentations

A picture is worth a thousand words—especially when you are teaching people about complicated procedures and machinery. An onscreen presentation can add this crucial visual component to poll worker training and ensure consistency across training sessions and trainers.

Consider using the following graphics to illustrate important topics:

- Layout of the polling place.

- Sample pages from the list of voters.

Tips for Successful Implementation

- *Reduce the risk of technological glitches.*

- *Practice giving the presentation using the file, computer, and digital projector that will be used for the presentation.*

- *Allow plenty of time to set up the computer and projector before the presentation.*

- *Match the projector's resolution to your laptop's resolution. Do not assume your presentation will work on another person's computer.*

- A flowchart showing the sequence of processing regular voters, voters who have moved, provisional voters, and lost voters.

- Sample forms.

- Sample pages from the road guide.

- Sample precinct map.

- Timeline of Election Day activities.

Presentation slides can include some animation, which could be very useful for demonstrating mechanical procedures or filling out forms.

In addition to providing explanatory graphics and pictures, presentation slides can reinforce important points the trainer needs to make and help poll workers learn new terminology.

Presentation slides can also be used to add an interactive component to training. The trainer can ask a question of the audience and, after the correct answer has been given, show the answer.

Resources Needed

- Presentation software.

- Laptop computer or portable memory.

- Digital projector.

- Electronic versions of all graphics.

Pitfalls and Challenges

- Creating an effective presentation requires careful planning.

- Technological glitches with the file, laptop, or digital projector can sabotage the presentation.

- Transferring photographs and other images to an electronic format can be time consuming.

Videos

Videos dramatize interpersonal aspects of working at the polls, such as assisting voters who have disabilities. After they have been produced, training videos are less expensive than poll worker manuals. They minimize inconsistencies in classroom training and ensure that all poll workers receive the same information.

Tips for Successful Implementation

- *Anticipate how the video will be used: for private viewings, face-to-face training sessions, or broadcast on local public-access cable stations.*

- *Include only procedures that are unlikely to change. A training video must be used for multiple election cycles to be cost effective.*

- *Rehearse the script before production.*

- *Circulate the script among people who don't know anything about elections to ensure the script is easy to understand.*

- *Double-check and triple-check the accuracy of the script.*

- *Cover only the essential points, not every detail.*

Videos emphasize particular topics. For instance, the North Dakota Secretary of State produced "The Right to Vote: Accessible Options" to provide sensitivity training and teach poll workers how to help disabled voters. (www.nd.gov/sos/electvote/voting/videos.html)

Resources Needed

- Videos require time to develop or write the script.

- Professionally produced videos typically require a significant outlay of money. Factors that drive up costs include—

  - Using professional actors.

  - Renting locations for shooting.

Pitfalls and Challenges

- Videos are difficult to update and can become obsolete quickly.

- Videos may be expensive to produce.

- Procurement of a production company and production itself take a long time.

Tips

- Enlist actual poll workers as actors.

- Partner with a local television personality, such as a news reporter or anchor, to serve as the narrator.

- Partner with a media communications class at a local college or university to produce the video (allow more time than with a professional production company).

- Consider pooling resources with other jurisdictions that have the same training needs.

Video Training Techniques

- Repeat each essential point at least three times in the video.

- Make the video more interactive by posing questions and reserving time to think about them or pausing for discussion.

- Include interviews with experts.

- Include interviews with poll workers to increase their familiarity with the information.

Dissemination

- Make copies available for poll workers in both VHS and DVD format.

- Make the video available on your Web site.

- Partner with a local cable station to show the video. Notify all poll workers when it will air.

- Make copies available at local libraries.

Evaluating the Video Training

If you are giving copies of the video to poll workers to watch at home, give them a post-video quiz on its content.

Online Training

Optimally, online training supplements, but does not replace, face-to-face training. Online training is conducted through a Web site that is developed in house or with a contractor. Several jurisdictions put their training manuals on line in a format that allows for easy searching. A few jurisdictions are experimenting with customized online training.

Online courses typically include techniques to maintain interest in the material, such as video clips, animation, problemsolving scenarios, pop quizzes, and a final test.

Online training can evaluate poll workers' comprehension by reporting which poll workers have started, stopped, or successfully completed the course, and which test questions were missed most frequently.

Optimally, online training supplements, but does not replace, face-to-face training.

Benefits of Online Training

Online training offers many advantages to the election administrator.

- Everyone receives the same material.

- Content can be updated easily and disseminated immediately.

- The program can track individual and aggregate participation and generate result reports.

Tips for Successful Implementation

- *Launch your online training program with an outreach campaign that brings poll workers to the Web site.*

- *Build in enough time—a minimum of 12 weeks—to develop and thoroughly test the online training program before rolling it out for use by all poll workers.*

- *If outsourcing, contract with a reputable firm that has experience with online training and dependable technology.*

- *If financial resources are limited, determine whether your jurisdiction can develop and support an online program in house. If not, partner with a local college or university technology institute, especially one that has access to adult or continuing education specialists.*

- Poll workers who register on line can receive e-mails and surveys.

- Content can be tailored for particular poll worker positions.

- The number of simultaneous users is unlimited.

For the poll worker, online training also has several benefits.

- Training is available at any time from any computer with Internet access.

- Online training is a powerful preview and review of face-to-face training.

- Poll workers can spend as much time as they like on a topic.

- Poll workers can receive immediate feedback after completing online problemsolving scenarios or quizzes.

Resources Needed

- An initial investment to develop the site, either in house or with a contractor.

- If working with a contractor, annual fees for hosting and upgrading the site.

Pitfalls and Challenges

- *Online training materials must be written for online use, not simply posted to a Web site.*

- *Many poll workers may not have access to a computer or feel comfortable using one.*

- *Online training may be modified to offer courses in multiple languages or tailored to accommodate those with disabilities.*

Evaluating Online Training

Automatically tallied test results provide information about the effectiveness of the course.

In This Chapter

- Training Agendas
- Tips for Developing a Training Manual
- Developing a Training Workbook
- Sensitivity Training
- Customized Training
- Outsourcing Your Training

Training Agendas

The previous chapter offered an array of training techniques. After you have reviewed these options, the training agenda serves as a blueprint for how all the components fit together. There is no single, "correct" poll worker training program. Accordingly, this guidebook offers several models.

Tips for developing your training agenda include the following:

- Determine the priority topics to be covered in the training session. Priority topics may be determined by changes in procedures and equipment or by problems encountered during the last election.

- Review your current training program. Did you cover information that most poll workers already knew or could just as easily have learned from reading the manual? If so, consider dropping this material from the in-person training session.

- Draft an outline of the priority topics and identify an appropriate training method for each. Be sure to focus the in-person training sessions on the most important information.

Sample #46. Exhibit A, Sample Inhouse Training Guide (page 151)

Sample #47. Exhibit B, Sample Training Agenda (page 152)

Sample #48. Exhibit C, Sample Training Agenda (page 153)

Sample #49. Exhibit D, Sample Training Agenda (pages 154–155)

Sample #50. Exhibit E, Election Center's Checklist for Training of Poll Workers (page 156)

Tips for Developing a Training Manual

When developing an election manual, think about the needs, abilities, and constraints of those who will use it. For example, if most of the users are elderly, increasing the font size can make a big difference.

This is 14 point font. This is 12 point font.
This is 10 point font.

Using a small typeface will reduce the number of pages, but it may be counterproductive if it is too difficult to read.

Design Considerations

When designing your manual, follow these simple tips from Design for Democracy, a group of design professionals who have established standards for election materials:

- Consult users about how they want to use the manual. If possible, watch them use it to learn what works and what needs to be changed.

- Reduce clutter and make the manual easy to read by leaving plenty of white space on each page.

- Use a font style and size that is easy for the users to read, such as Helvetica (the font you are reading now) or Franklin Gothic Book.

- To make information easy to find, use chapter titles, headings, and subheadings to break up the text and label chunks of information.

- To make information easy to absorb, use numbering and bullets rather than large blocks of text.

- To promote greater use of the manual, use active voice and strong verbs.

- Incorporate illustrations for information that is complex (e.g., how to set up a machine). Use flowcharts to explain processes and decisionmaking scenarios.

- Include "What If" sections to direct poll workers through specific problem scenarios.

- Organize the manual—

  - Chronologically—in the order in which the information will be needed on Election Day.

  -or-

  - According to specific task scenarios, such as processing a provisional voter.

Important Information

To emphasize important information, such as law changes or new practices, use "call-out boxes" like this one alongside the text. Exaggerate the boxes—color, weighted fonts—to attract the reader's attention.

- Create a comprehensive index and consider putting it in the front of the manual, if that is how most people will access the information.

- Choose a binding for the manual that, when opened, remains flat. Options include wire or plastic spiral binding, a three-ring binder, or a single ring in the upper-left corner, with laminated cardstock pages for covers.

- Create companion training pieces so that the manual is not your only tool for communicating information to the poll workers. In the training session, explain what the manual contains and how to use it by creating role-playing scenarios that require poll workers to find information in the manual.

- Do not expect anyone, except the editor, to read the entire manual.

- Stick to one font and distinguish chapters, section headings, and subheadings with various sizes and weights— bold, italic—of the same font.

- Get professional help if you can, particularly from—

  - A designer.

  - An editor.

  - A usability consultant.

Diagrams, Photos, and Graphics

Design for Democracy also offers the following suggestions for maximizing the effectiveness of illustrated diagrams, photographs, and graphic design elements:

- To explain voting processes, illustrated diagrams are more effective than photographs because they are clearer and less intimidating.

- Simple linedrawing illustrations can emphasize critical components and delete extraneous material.

- Scale, color, or shading can exaggerate important elements.

- Arrows and lines should depict actions and processes.

- Illustrations are better when you do not want to draw attention to gender, age, or nationality; a photograph is inevitably a photograph of someone.

- For materials that promote participation or build a sense of voting community, photographs of people having positive voting experiences are appropriate.

- Combine photographs with simple graphic design elements (e.g., stars and stripes) to create a more celebratory image.

- The ability to resize graphic design elements makes them more appropriate than photographs for large applications, such as banners. The image quality of photographs often suffers when they are enlarged.

- Digital illustrations and graphic design elements are easy to work with, modify, and store. Develop a library of illustrations that can be reused to increase consistency and decrease costs.

- Photographs are best to show certain details of a machine or document.

Developing a Training Workbook

Although manuals are good references, they do not make the best hands-on training tools. Consider creating a separate training workbook consisting of in-class exercises, quizzes, simulations, and all necessary sample forms.

At the end of the training session, ask the poll workers to write their names on their completed workbooks and leave them with the class instructor. Review the completed workbooks for accuracy, handwriting legibility, and other placement-relevant information that will help ensure that each polling place has a staff with an optimal blend of skills.

The completed workbooks can also indicate the effectiveness of the training session. For example, if most trainees complete a particular form incorrectly, this probably means that the trainer did not explain the procedure sufficiently.

Sensitivity Training

Imagine that every time you have voted, someone has looked over your shoulder, reading the ballot to you and marking it for you. Until 2006, if you were a visually impaired voter, this was how it was done. The Help America Vote Act (HAVA) of 2002 now requires that every polling place have at least one piece

Sample #51. Cover Page to St. Louis County, MO, Training Manual (page 157)

of voting equipment on which voters with special needs can vote privately and independently.

In conformance with the Voting Accessibility for the Elderly and Handicapped Act (1984) and the Americans with Disabilities Act, election officials expend considerable energy and resources selecting voting systems that are accessible to all voters. It is important then to train poll workers in how to use the equipment and to ensure that the polling place is accessible.

Election officials have found that poll workers respond well to sensitivity training and appreciate the tips offered to ensure that all voters have a positive voting experience. Some jurisdictions invite representatives from organizations such as community living centers to make presentations on assisting voters who have special needs.

Sample Page for Poll Worker Manual

Voters With Disabilities

All voters, including voters with disabilities, have the right to vote independently and in secret. It is the poll worker's job to work with voters who have disabilities to find the most suitable method to check their registration, educate them on their choices, issue them a ballot, and direct them to the appropriate voting equipment.

Treat voters with disabilities with the same courtesy you would any other voter. Below are some etiquette reminders.

- Be courteous and respectful.

- Use common sense, which will provide answers to most questions.

- Be considerate of the extra time it may take for a person who is disabled or elderly to get things done, and give un-hurried attention to a person who has difficulty speaking.

- Always speak directly to the voter and not to a companion, aide, or sign-language interpreter.

- Ask before you help. The person may not want any assistance. Do not insist—take "no" for an answer.

- On the other hand, do not be shy about offering assistance. Your courtesy will be appreciated.

- If the polling place is in a building with several routes through it, be sure sufficient signs are posted to direct a person to the most accessible way around the facility.

Voters With Speech or Hearing Impairments

- A voter who cannot speak can give his or her name and address by simply providing identification to the assisting poll worker. The poll worker then reads the name and address out loud.

- Follow the voter's cues to determine whether speaking, gestures, or writing is the most effective method of communication.

- If speaking, speak calmly, slowly, and directly to the voter. Do not shout. Your facial expressions, gestures, and body movements help in understanding. Face the voter at all times and keep your face in full light (not backlit).

- Rephrase, rather than repeat, sentences that the voter does not understand.

Voters Who Are Blind or Visually Impaired

- A voter who is blind may choose to use an assistant.

- Identify yourself and state that you are a poll worker as soon as you come in contact with the voter.

- If guiding a voter who is blind, offer your arm to the voter, rather than taking the voter's arm.

- If a person has a guide dog, walk on the opposite side of the voter from the dog. Do not pet or otherwise distract a guide dog without permission from the owner. Note: Guide dogs may be any breed or size. If you are unsure, simply ask, "Is this a service animal?"

- When giving verbal directions to help the voter navigate the polling place, be as specific as possible and identify obstacles in the path of travel.

- If you are going to leave a person who is blind, let the person know.

Voters With Limited Mobility

- Do not push or touch another person's wheelchair without their prior consent. People using adaptive equipment often consider the equipment as part of their personal space.

- Ask before helping. Grabbing someone's elbow may throw the person off balance. A person with mobility impairments might lean on a door while opening it. Quickly opening the door may cause the person to fall.

IFES trainer Dan Murphy demonstrates a voting machine.

"The great thing about bringing in outside trainers who have an election background is that they are FRESH. They are not bogged down with all the everyday challenges of election preparation. They can focus and be positive when we're managing other crises."

—Bill O'Field, D.C. Board of Elections and Ethics

- Fasten mats and throw-rugs securely or move them out of the way. A mobility-impaired person could trip over them.

- Keep floors as dry as possible on rainy or snowy days.

- Keep the ramps and wheelchair-accessible doors to the polling place unlocked and free of clutter.

Customized Training

- **Bilingual Poll Workers.** A number of jurisdictions with a large percentage of voters with limited English proficiency have found it beneficial to offer customized classes for bilingual poll workers only. Bilingual poll workers may speak English fluently, yet not be familiar with election terminology such as "roster" and "provisional ballot." They may also not be comfortable enough with their English to ask questions in front of large audiences.

  Some jurisdictions include bilingual poll workers in regular classes but recruit experienced bilingual poll workers or interpreters who can assist in clarifying terminology and in answering questions. In the training class, speak clearly—limit slang and jargon—and leave time for questions.

- **High School and College Poll Workers.** High school and college students can be valuable additions to a poll worker team. A number of jurisdictions are investing in customized training for students because students may not be familiar with the voting process and may feel more comfortable asking questions when surrounded by people their own age. Customized classes can take the form of onsite training, perhaps conducted in the context of a civics course.

- **Roving Election Day Troubleshooters.** Developing and offering extensive training for roving Election Day troubleshooters can be a valuable investment. Time spent familiarizing them with the best methods for assisting poll workers and voters can help prevent problems on Election Day. Provide troubleshooters with tips for identifying poll workers who might need extra assistance or supervision. Properly trained troubleshooters can help prevent late-opening polls.

Outsourcing Your Training

Outsourcing your training can bring new energy, perspectives, and methods into the process.

Pitfalls and Challenges

Outsourcing is more expensive than inhouse training.

Tips

- *To save money, try outsourcing a portion of your training program and compare the results with training conducted by election staff.*

- *Trainers' scope of work can include developing materials, designing forms, organizing the curriculum, reviewing and developing training tools such as presentations, and conducting the actual training.*

- *Provide contractors with existing training materials, background information, a sense of the local training culture, and expectations for the training.*

- *Hire trainers to conduct specialty classes, such as those for bilingual poll workers, students, and poll worker trainers.*

- *Trainers can be hired as individual consultants, as temporary staff, or through a college or specialized institution.*

- *Hire trainers to develop an online training program to complement the face-to-face training conducted by inhouse staff.*

- *Hire trainers to develop a video tool for quick reference use to be shared with poll workers after they have been trained.*

Outsourcing is a growing trend, because many jurisdictions do not have the time to prepare, conduct, and analyze a training program. Increasingly complicated election policies and procedures require more sophisticated training techniques to prepare poll workers for Election Day.

Benefits of Outsourcing

- Frees up staff time and energy for other priorities.

- Professional training institutions have extensive networks of trainers and can often assist in filling a training team vacancy.

- Professional trainers (adult education specialists) have expertise in current training techniques.

Evaluating Outsourced Training

- Determine if the contractor has met requirements, such as the number of workers trained, specific skills covered in training, and timeframe for completion.

- Compare the evaluation of the outsourced training program at specific times leading up to the election to that of the training program in previous election cycles.

- Compare whether poll workers trained by the outside trainer are more or less likely to attend training, serve on Election Day, or return for future elections.

Model #1. Outsourcing to a Nonprofit Election Organization. Franklin County, OH, Cook County, IL, Monterey County, CA, and Washington, DC, have outsourced some or all of their training. Professional trainers revamp poll worker programs, including updating poll worker manuals, providing feedback on procedures, and conducting poll worker training.

Model #2. Outsourcing to Community Colleges. Cuyahoga County, OH, the city of Detroit, MI, and Guilford County, NC, have worked with community colleges to train and certify poll workers. In Detroit, Wayne County Community College grants college credit to each poll worker who completes a certified program involving three 5-hour sessions.

In This Chapter

• Benefits of Evaluation

• Resources Needed

• Pitfalls and Challenges

• Training Alternatives

Evaluating your training program improves the effectiveness of your poll workers. A complete picture of the weaknesses of the training requires collecting information on poll worker comprehension and performance and analyzing that information. Every jurisdiction can easily implement one simple evaluation: an anonymous form given out at the end of the training session. The information gathered can also support budget requests for more resources to train poll workers.

In general, evaluating your training includes the following steps:

• Collect information on poll worker performance in previous elections (e.g., percent of polling places that opened late, number of voters directed to the wrong polling place, number of forms filled out incorrectly).

• Use this information to assess how much your poll workers get out of the training they are required to attend. Review the current training in light of the information collected.

• Based on the problems identified, decide what elements—content and methods—of the training to leave the same or change and what to add or take out.

• Assess poll workers' understanding both after the training and on Election Day to determine whether the training has improved since the last election.

• You do not need to collect evaluation data from everyone who participates in a training program for it to be helpful. A 10- to 25-percent response rate is typical.

Benefits of Evaluation

Evaluating poll worker training will—

• Determine whether the training is effective.

• Suggest ways to improve the program.

- Add credibility to the training program.

- Enable you to hold trainers accountable.

- Provide evidence to support requests for training resources.

Resources Needed

- **Election Day Error Reports.** You will need, for example, the log of questions that came in on Election Day from poll workers and voters. You will need to know how many forms were not filled out properly and how many polling places were not opened or closed properly.

- **"Canvass" and "Audit" Reports.** Staff will need to collect and analyze data and provide recommendations for modifying the training curriculum. It will take longer the first time as you feel your way through the process.

Pitfalls and Challenges

- The first time you evaluate the program, it will take some time, but stick with it.

- Evaluation can be a bit difficult when large numbers of poll workers give input. Consider obtaining some survey data on line to speed up collection and analysis.

Training Alternatives

- Larger jurisdictions may target their evaluation to address issues specific to particular populations (language minorities) or regions (high-mobility neighborhoods).

- Jurisdictions with limited resources should start by using the data available to them—Election Day error reports. Some jurisdictions evaluate every precinct operation and issue a "report card." Problems that come up across the jurisdiction are handled at the next training event. Precincts plagued with problems should get more support, or a new chief.

Sample #52. Kennesaw State University Center for Election Systems: Poll Worker Training Evaluation (page 158)

Tips for Successful Implementation

- *Ask other local government departments to share their evaluation expertise and resources with you.*

- *Do not evaluate things that are not directly related to the training, that you do not have control over, or that you do not have the resources to address.*

- *Do not get carried away. People earn doctorate degrees and sustain decades-long careers doing evaluation. Stay committed to making the poll workers more effective on Election Day.*

Section Two Samples

Sample #32. Flyer Inviting Poll Workers To Attend Practice Makes Perfect Training

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"PRACTICE MAKES PERFECT"
Hands-On Voting Machine Training
for Election Workers

ATTENTION ALL ELECTION WORKERS!!

For additional practice on opening and closing the touch screen voting machines, please visit one of the following locations on the dates and times listed below.

You may visit these locations as many times as necessary in order to feel comfortable opening and closing the machines on Election Day.

July 26 – 31, 2004

- **Johnson County Central Resource Library**
  9875 W 87th Street, Overland Park

  | July 29 | 11:00 – 4:30 | July 31 | 9:00 – 4:30 |
  | July 30 | 11:00 – 5:00 | | |

- **Olathe Indian Creek Branch Library**
  12990 S Black Bob Rd, Olathe

  | July 26, 27 | | 11:00 – 5:00 |
  | July 29, 30 and 31st | | 11:00 – 5:00 |

- **Overland Park Community Center**
  6300 W 87th Street, Overland Park

  | July 26, 27 and 28th | | 11:00 – 7:00 |

- **Shawnee Library**
  13811 Johnson Dr, Shawnee

July 26	11:00 – 7:00	July 29	1:00 – 7:00
July 27	11:00 – 2:30	July 30	11:00 – 5:30
July 28	11:00 – 6:30	July 31	9:00 – 4:30

Johnson County Election Office
2101 East Kansas City Road, Olathe, KS 66061

Sample #33. Photo of Perfect Polling Place Room From Johnson County, KS, Digital Photo

Sample #34. Sample Role-Playing Exercises

Sample Role Playing Exercises

Exercise: "Using the Street Guide"
(Handouts for exercise: Sample Street Guide.)

1) Look up 4809 Hampsted Court. Is it even or odd? Odd.
How many voters are on the farthest list of numbers to the right? 2

2) Look up 7308 Hampsted Square. Don't you need to know whether it's Hampsted Square East, North or South? Hampsted Square South.
How many voters? 20

3) Look up 8217 Griswold Drive. How many voters? 12

Exercise: "Processing Voters"

Handouts for exercise: Sample Page from Poll Book Michelle Adams should be marked 17 years old; Barbara Andreas should be marked "AB"); Sample Page with all versions of the Voter Authority Slips; Provisional Ballot Application.

1) I am Jim Ackerman. I live at 933 Sunview Road. Let's find me. Am I a regular voter? Yes. Ask me, "What ballot do I want?" I say, "Republican." What do we do? Write Jim's ballot style on a Republican Authority to Vote Slip. Note this Authority to Vote slip number in the Poll Book and send him off to the Voting Judge.

2) I am Michelle Adams-Young. I live at 807 Sunview Road. (Please find me on the Poll Book. Do you see me?) "Oh, yes, my mom got re-married and so I've changed my name. Is that a problem?"

• Name Change: What do I have to do to let the election office about my new name? Fill out a new voter registration form in the Precinct Workbook.

• What do you notice about my voter information in the Poll Book? I am 17. Am I still a regular voter if I'm only 17? Yes. I can vote on candidates in a Primary, but not on measures.

• The Check-in Judge asks me, "What ballot do you want?" Let's say I say, "Democrat." Which Voter Authority Slip is the poll worker going to pull? The "Democrat" one.
(Remember, they'll be different colors for the actual election.)

• What is the poll worker going to note in the Poll Book? The number on my Authority to Vote Slip which is: 1005.

• What is the Check-in Judge going to write on my Voter Authority Slip?

1) Ballot style: It's 12.

2) Write a check-mark next to the 17-year-old box on the Voter Authority Slip.

3) My name is Barbara Andreas. I live at 936 Pleasant Drive. So far I'm a regular voter. What do you notice about the box where you'd normally put my ballot style? It says "AB" – what does that mean? Am I a regular voter? No. Do I get to vote? Yes, I will cast a provisional ballot. That means the Election Office will hold it until they find out what happened to my absentee ballot. Let's look at the provisional application. Please write in my ballot style at the top right corner of the form. What is the most important thing we have to ensure that the provisional voter does? (Sign the application or else their ballot won't be counted!) Do I get a Voter Authority Slip? No, the Provisional Ballot Application becomes my ticket to vote.

Sample #35. Scenarios To Enact Through Role Playing

Scenarios to Enact Through Role-Playing

Regular voter – checks in – all information is correct in the poll book – voter signs – receives correct ballot or voter card – votes – deposits ballot or returns voter card – receives "I Voted" sticker – exits polling place.

Name or address change – checks in – poll worker learns of address change – directs voter to street index clerk to look up address – voter receives provisional ballot – signs the roster – completes paperwork – receives ballot or voter card – votes – deposits ballot or returns voter card – receives information on how to determine if the ballot was counted – receives "I Voted" sticker – exits polling place.

Voter missing ID – checks in – all information is correct in the poll book, but the voter must show ID – voter does not have ID – voter receives provisional ballot – signs the roster – completes paperwork – receives ballot or voter card – votes – deposits ballot or returns voter card – receives information on how to determine if the ballot was counted – receives "I Voted" sticker – exits polling place.

Lost voter – voter arrives and checks in – name is not in the poll book – voter directed to street index clerk to look up address – voter is in the wrong polling place – clerk looks up correct polling place information and directs voter to correct polling place.

Early voter – checks in – voter wants to turn in the EARLY BALLOT and vote on voting machine – voter receives provisional ballot – signs the roster – completes paperwork – receives ballot or voter card – votes – deposits ballot or returns voter card – receives information on how to determine if the ballot was counted – receives "I Voted" sticker – exits polling place.

Regular voter – Needs assistance – checks in – all information is correct in the poll book – voter signs – receives correct ballot or voter card – voter begins to vote; however, asks for assistance – 2 poll workers must assist the voter – voter cast ballot – deposits ballot and/or returns voter card – receives "I Voted sticker" – exits polling place.

Regular voter – Campaign shirt – checks in – voter is wearing campaign information – poll worker asks voter to remove or cover campaign button/shirt, etc. – voter signs – receives correct ballot or voter card – votes – deposits ballot or returns voter card – receives "I Voted" sticker – exits polling place.

Late voter – voter arrives or is in line after polls close at 7:00 p.m.

Sample #36. Sample Check-in Clerk Job Guide From District of Columbia's BOEE

CHECK-IN CLERK JOB GUIDE
GENERAL ELECTION
Washington, DC Board of Elections and Ethics

JOB: Hang signs, complete notations using the Challenged and Absentee Voters Lists in Master Index, and process voters

MONDAY BEFORE THE ELECTION
TASK: Prepare Master Index for processing voters on Election Day
1. Set up your station
2. Attach alpha tabs to Master Index
3. Locate Absentee Voters List
4. Identify Absentee Voters in the Master Index from Absentee Voters List
5. Print "Absentee Voter" in Master Index next to voters' names
6. Obtain Administrative Challenged Voters List from Precinct Captain
7. Print "Challenged" next to voters' names in Master Index
8. Give List back to Captain

ELECTION DAY – OPENING THE POLLING PLACE
TASK: Ensure the Check-In station is set up and assist the Precinct Captain

PROCESSING VOTERS
TASK: Verify voter eligibility by using Master Index
1. Greet voter
2. Ask voter's name
3. Locate name in Master Index
4. Read aloud the voter's name, address, and party affiliation to confirm they are in the correct precinct and so the Poll Watchers can hear it
5. Write an "X" at right corner of signature box
6. Ask voter to sign name next to the "X"
7. Ensure voter signed in correct place
8. Give voter proper Advisory Neighborhood Commission/Single Member District (ANC/SMD) Voter Card
9. Ask voter to print their name on the Voter Card
10. Tell voter to give the Voter Card to the Ballot Clerk
11. Direct voter to Voting Demonstration Clerk if they have any questions about voting machines

AFTER THE POLLING PLACE CLOSES
TASK: Secure Master Index and give it to the Precinct Captain
1. Gather all volumes of the Master Index
2. Put rubber bands around them
3. Give them to the Precinct Captain

SPECIAL INSTRUCTIONS

CHALLENGE BY AN AUTHORIZED POLL WATCHER
1. Notify the Precinct Captain because he or she is responsible for processing challenges in the polling place
2. The Precinct Captain can also challenge a voter

ABSENTEE BALLOT BROUGHT TO THE POLLING PLACE
If a voter brings an Absentee Ballot to the polling place, tell the person to vote the Absentee Ballot, place the ballot inside the Secrecy Envelope, put tat envelope in the Absentee Ballot Envelope, and put it into the Special Ballot Box

SEE BACK SIDE

Sample #36. Sample Check-in Clerk Job Guide From District of Columbia's BOEE (page 2)

CHECK-IN CLERK JOB GUIDE
GENERAL ELECTION
PAGE 2

ID REQUIRED
1. Locate voter's name in Master Index and if "ID REQUIRED" appears next to the name, ask for the following ID:
   - *Current photo ID*
   - *Utility Bill*
   - *Bank Statement*
   - *Government Check*
   - *Pay Check*
   - *Any other current government document with voter's name and address (a photo is not required)*
2. Verify the voter's Advisory Neighborhood Commission/Single Member District (ANC/SMD)
3. Write an "X" at right corner of signature box
4. Ask the voter to sign name using the Signature Guide next to the "X"
5. Ensure the voter signed in correct place
6. Give the voter the proper ANC/SMD Voter Card
7. Ask the voter to print his or her name on the Voter Card
8. Direct the voter to the Ballot Clerk

VOTERS WITHOUT PROPER ID
1. Fill out a Special Ballot Referral Form
2. Direct the voter to the Special Ballot Clerk

SPECIAL BALLOT REFERRAL FORM WILL BE USED WHEN
1. When ID is required, but not provided
2. Voter wants an "Election Day Change of Address"
3. Name not listed on the "Master Index"
4. Voter listed as an "Absentee Voter"
5. An "Administrative Challenge" has been generated by the Board
6. Voter is "Challenged" by a Poll Watcher or the Precinct Captain
7. Voter is an elderly person or a voter with a disability and voting outside of precinct
8. Voter is an Election Worker
9. Voter has a different party registration
10. Voter has a different ANC/SMD

SUPPLIES
Absentee and Challenged Voters List
Alpha Signs
Alpha Sign Holders
Binder Clips (small and medium size for Alpha Sign Holders)
Check-In Clerk Sign
18" Ruler
Index Tabs
Job Guide
Magnifying Glasses
Master Index Books
Push Pins for Alpha Signs
Special Ballot Referral Forms
Warning Sign (stand up)

Sample #37. 20 Questions—Set One

"Twenty Questions"

(Sample Courtesy of the DC Board of Elections and Ethics)

Use this old game of "20 questions" to review the key points you picked up at training class. Below are the 20 questions for your review:

SET ONE
(First 10 questions)

1. Are all registered voters eligible to vote in the November Presidential Election? (Circle One)

       Yes   No

2. What does the Check-in Clerk do if a voter's name and address are not in the Master Index? (Select one)
   a. Tell the voter to go home
   b. Refer Voter to the Special Ballot Clerk to verify in the Master Street Index if the Voter is in the correct precinct

3. What can the Special Ballot Clerk and the Ballot Box Clerk do to ensure that a Special Ballot "Provisional" Voter does NOT accidentally cast his or her Special Ballot in the Optical Scan Reader? (Circle all that apply)
   a. Ballot Box Clerks should keep an eye out for voters carrying envelopes
   b. Ballot Box Clerks should put a sign marked "Special Ballot Votes not Welcome" on top of the optical scan counter
   c. Special Ballot Clerks should ensure that Special Ballot voters mark their ballot in the area near the Special Ballot Clerk and place the voted ballot immediately in the Secrecy Envelope and the Special Ballot envelope provided

4. If a registered voter who is NOT in the correct precinct casts a Special Ballot will it be counted? (Select One)
   a. Yes
   b. No
   c. No, EXCEPT for voters with disabilities, elderly voters and poll workers working out-of-precinct

5. Is identification required for all voters?
   a. Yes
   b. No
   c. No, only for voters identified in the Master Index as "ID Required"

6. Voter One has signed the Master Index on the line that is for Voter Two's signature. What should the Check-in Clerk do? (Circle all that apply)
   a. Instruct Voter One to sign on the correct line and issue a regular ballot to Voter One, requiring Voter Two to vote a Special Ballot
   b. Instruct Voter Two to scribble out Voter One's name and sign above it
   c. Get out some white-out and fix it
   d. Check-in Clerk should check "Other" on the Special Ballot Referral Form and writes "Previous voter signed on wrong line"

Sample #37. 20 Questions—Set One (page 2)

"Twenty Questions" Set One Continued

7. Which of the following are the responsibilities of the Special Ballot Clerk? (Circle all that apply)
   a. Check voter addresses in the Master Street Index
   b. Check Voter's Special Ballot Referral Form for reason for referral
   c. Direct Voter, if in a wrong precinct, to correct precinct where their vote will be counted
   d. Give the Voter a Special Ballot Envelope and instruct Voter on how to complete all parts of the form
   e. Ensure that Special Ballot Voters receive a ballot stamped "Special"
   f. Compete Election Worker's Certification Box on the Special Ballot Envelope
   g. Tell Voter you will be happy to go get a regular ballot for them from the Ballot Clerk

8. Which of the following are the responsibilities of the Ballot Clerk: (Circle all that apply)
   a. Tell the voters which ballot they should choose
   b. Account for all paper ballots
   c. Place voter cards into the appropriate cardboard box ("Touch Screen" or "Optical Scan")
   d. Call out name of voter two times for poll watchers

9. Who is responsible for processing a "Spoiled Ballot"?
   a. Special Ballot Clerk
   b. Ballot Clerk

10. Who is responsible for processing a curbside voter? (Circle at that apply)
    a. Ballot Box Clerk
    b. Voting Demonstration Clerk
    c. Precinct Captain

Set One Answer Key: (1) Yes (2) A (3) A, C (4) C (5) C (6) A, D (7) All except G (8) B, C, D
   (9) B (10) B, C

Sample #38. 20 Questions—Set Two

<div style="border: 1px solid black; padding: 20px;">

"Twenty Questions" Set Two

(Second 10 questions)

1. Why does the phrase "The Voting Never Stops" apply to elections conducted in Washington, DC?
   - a. Voters can vote as many times as they want to on Election Day
   - b. In the unlikely possibility that both the touchscreen unit and the optical scan reader are not working, voters may still vote on paper ballots. Voters mark their ballots as usual and voted ballots are stored in a secure bin within the optical scan counter until the units are again functioning

2. Can a poll watcher or precinct captain challenge a voter on Election Day?
   - a. Yes
   - b. No

3. Can a voter who requested an absentee ballot, but never received it in the mail, vote in their precinct on Election Day?
   - a. Yes
   - b. No

4. Can a poll worker, who has not voted when he or she is reassigned to another precinct the night before Election Day, vote in the precinct they just got assigned to, even if it is not their precinct of residence?
   - a. Yes, vote a regular ballot
   - b. Yes, vote a Special Ballot
   - c. No

5. Can a voter do a "write-in candidate" on the Optical Scan and on the Touch Screen voting systems?
   - a. Yes
   - b. No

6. What should be done if a voter wants to cast a blank ballot?
   - a. Nothing because a voter has a right to vote the ballot as desired
   - b. Tell voter they have wasted their ballot and can't have another one

7. What should be done is a voter leaves the Touch Screen voting booth before selecting "Cast Ballot"? (Circle all that apply)
   - a. Cancel the vote
   - b. Finish voting for the voter
   - c. Ballot Clerk or Precinct Technician should tell the Precinct Captain
   - d. Only the Precinct Captain can remedy the situation

</div>

Sample #38. 20 Questions—Set Two (page 2)

"Twenty Questions" Set Two Continued

8. How many paper ballots can a voter spoil? (Select one or more)
   a. A voter is not limited to the number of ballot they can spoil
   b. If a voter spoils more than two ballots, ask them if they would like a demonstration
   c. Only one paper ballot

9. How should a voter with disabilities be treated? (Select more than one)
   a. With respect and dignity
   b. Be considerate of extra time it may take and never hurry the voter
   c. Always speak directly to the voter and not the companion, aide, or sign language interpreter
   d. If voter is visually impaired, play with the dog while the voter votes
   e. Ask before you help and do not insist on helping

10. In case of emergency, what should you do? (Select all that apply)
   a. Precinct captain should take special ballot box, paper ballots, voter cards, master index books and assign each poll worker a duty
   b. Notify BOEE of emergency
   c. Poll workers should direct voters and poll watchers to the nearest exit
   d. Run out of the voting precinct and go home
   e. Precinct Technician should record public counter numbers on each machine and note the time of day
   f. Call 911 first
   g. Read your manual's emergency procedures prior to Election Day

Set Two Answer Key: (1) B (2) Yes (3) Yes (4) B (5) Yes (6) A (7) A and C (8) A and B (9) A, B, C, E (10) All but D

Sample #39. Job Aid A
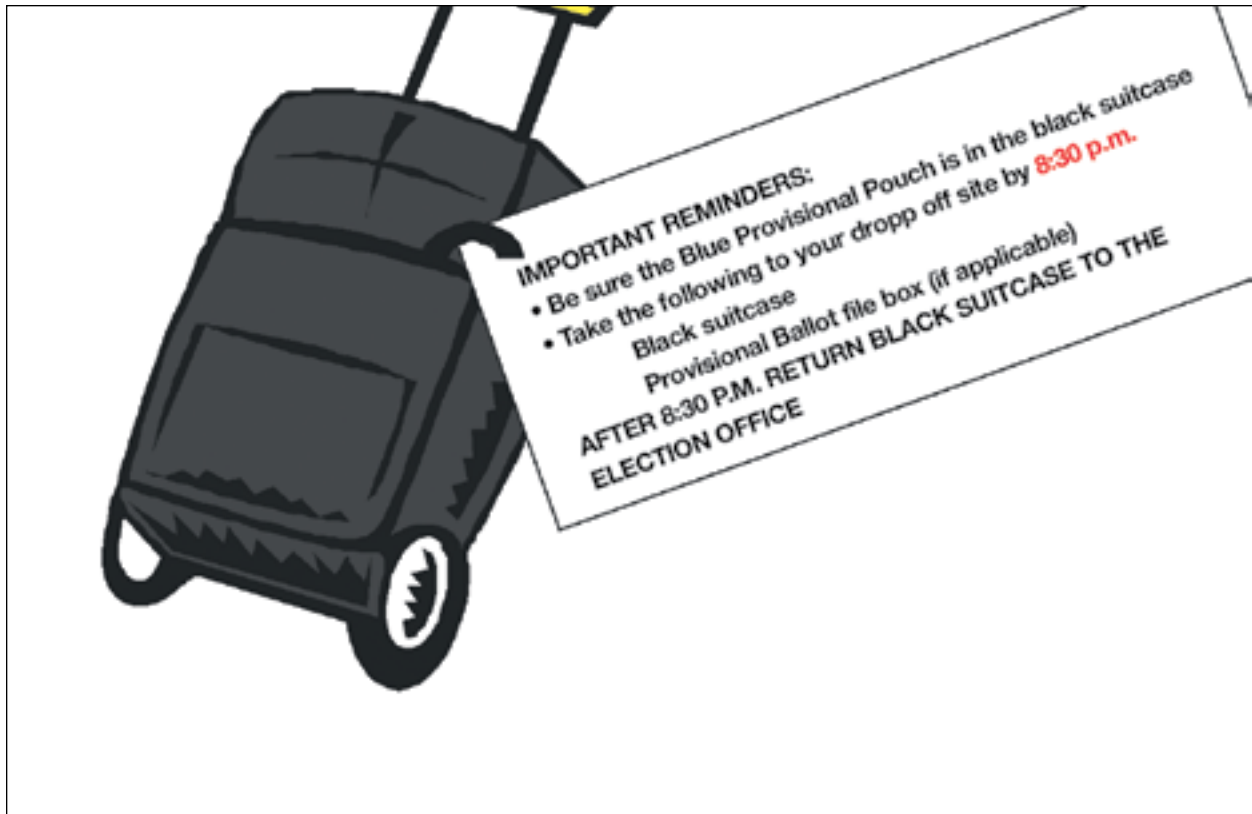
A laminated card attached to the zipper pull of the supply suitcase reminds poll workers what to pack in the suitcase and return to the office on Election Night.

Sample #40. Job Aid B
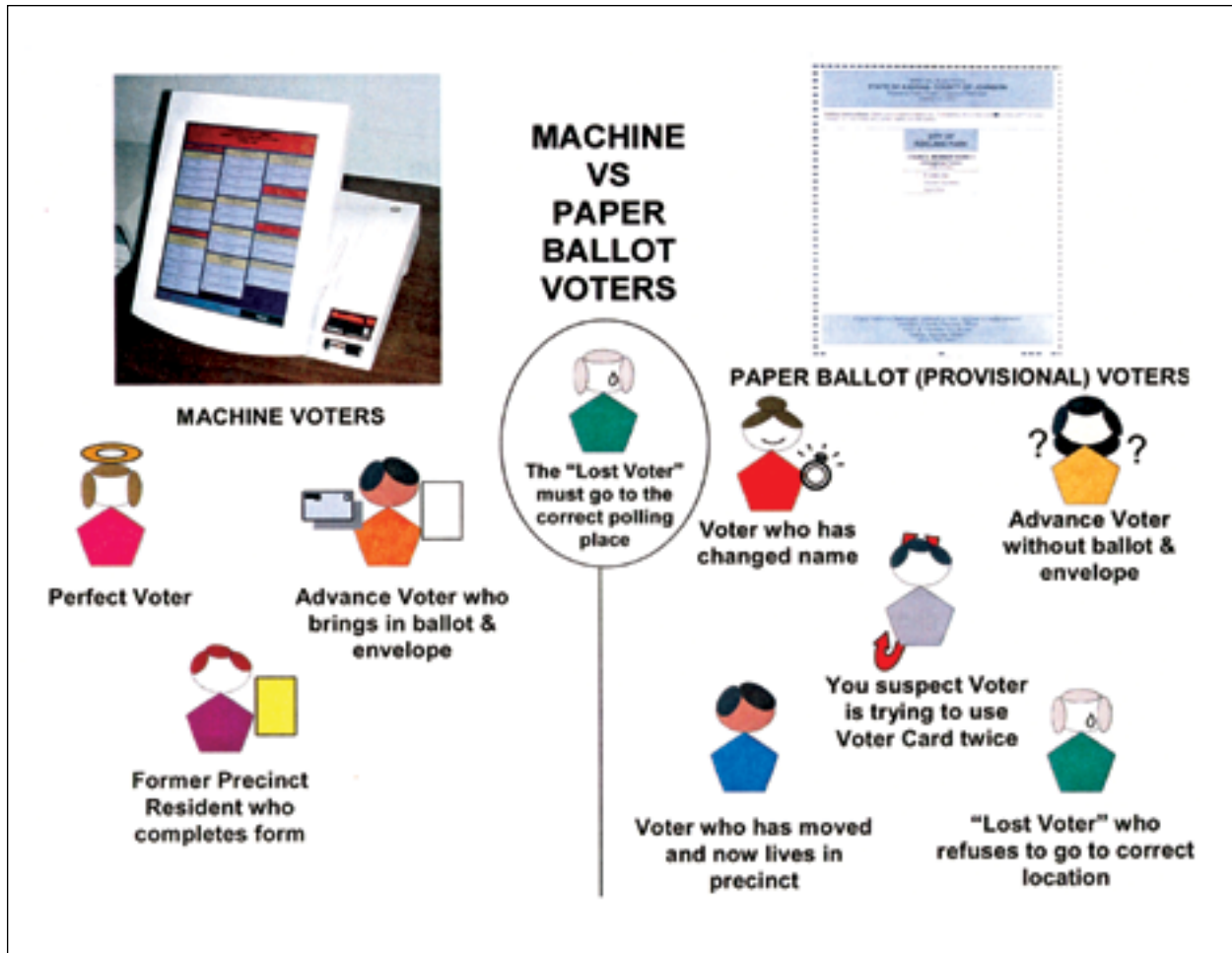
A laminated job guide located near the check-in table provides a quick reference for determining voter eligibility.

Sample #41. Training Workshop Sample Slide Presentation: Imaginary County

Slide Presentation

Imaginary County
Basic Poll worker Training Workshop
Slide Presentation

Slide Number	Title
Slide 1	Welcome
Slide 2	Opening Activity
Slide 3	Opening Activity – Objectives of the workshop
Slide 4	Before Election Day
Slide 5	Before Election Day
Slide 6	Opening the Polls
Slide 7	Opening the Polls
Slide 8	Troubleshooting Scenario #1 and Solution
Slide 9	Troubleshooting Scenario #2 and Solution
Slide 10	Processing Voters
Slide 11	Processing Voters
Slide 12	Processing Voters
Slide 13	Processing Voters
Slide 14	Processing Voters
Slide 15	Processing Voters
Slide 16	Troubleshooting Scenario #3 and Solution
Slide 17	Closing the Polls
Slide 18	Closing the Polls
Slide 19	Returning Supplies
Slide 20	Troubleshooting Scenario #4 and Solution
Slide 21	Troubleshooting Scenario #5 and Solution
Slide 22	Troubleshooting Scenario #6 and Solution
Slide 23	Assessment – Are you ready?
Slide 24	Evaluation – How did we do today?

Sample #42. Training Workshop Sample Slide Presentation: Basic Training
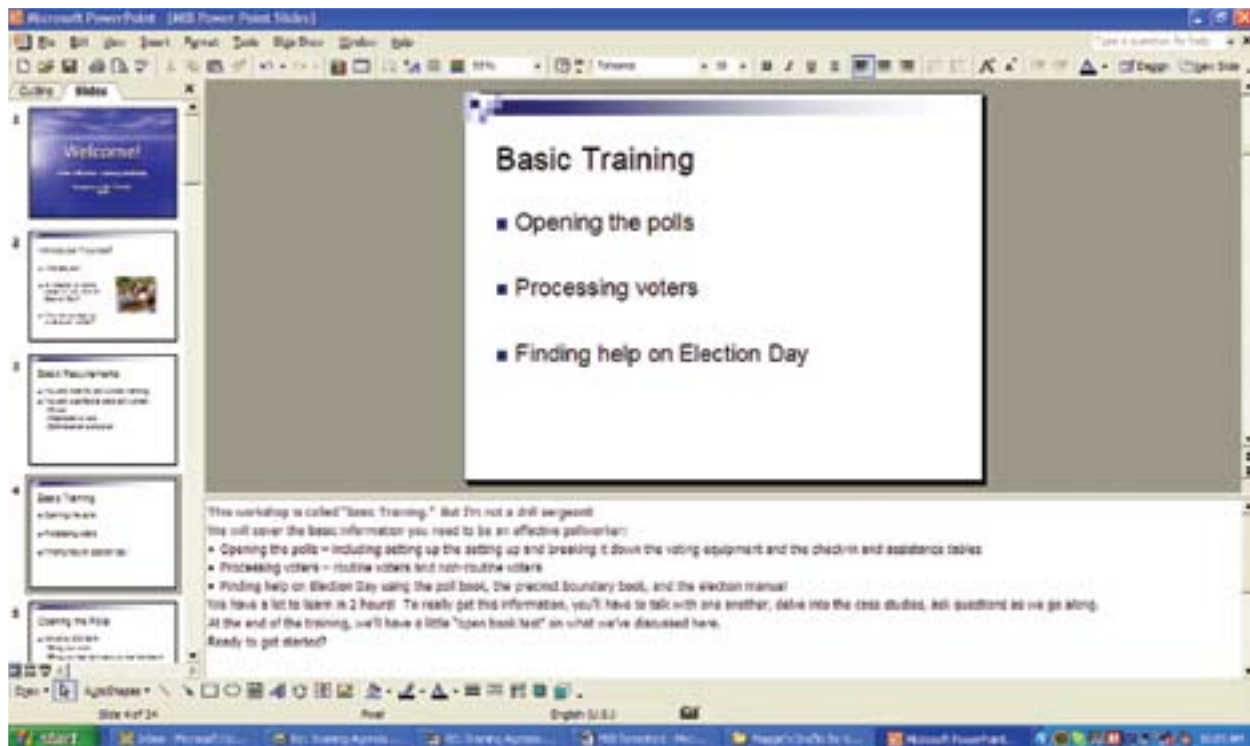
This is the third slide in the presentation. This is what the presenter will see on her computer. (Participants will only see the slide.) Notice the detailed talking points in the notes section at the bottom of the screen. Using the notes section helps ensure consistency in your presentations.

Sample #43. Training Workshop Sample Slide Presentation: Case Study
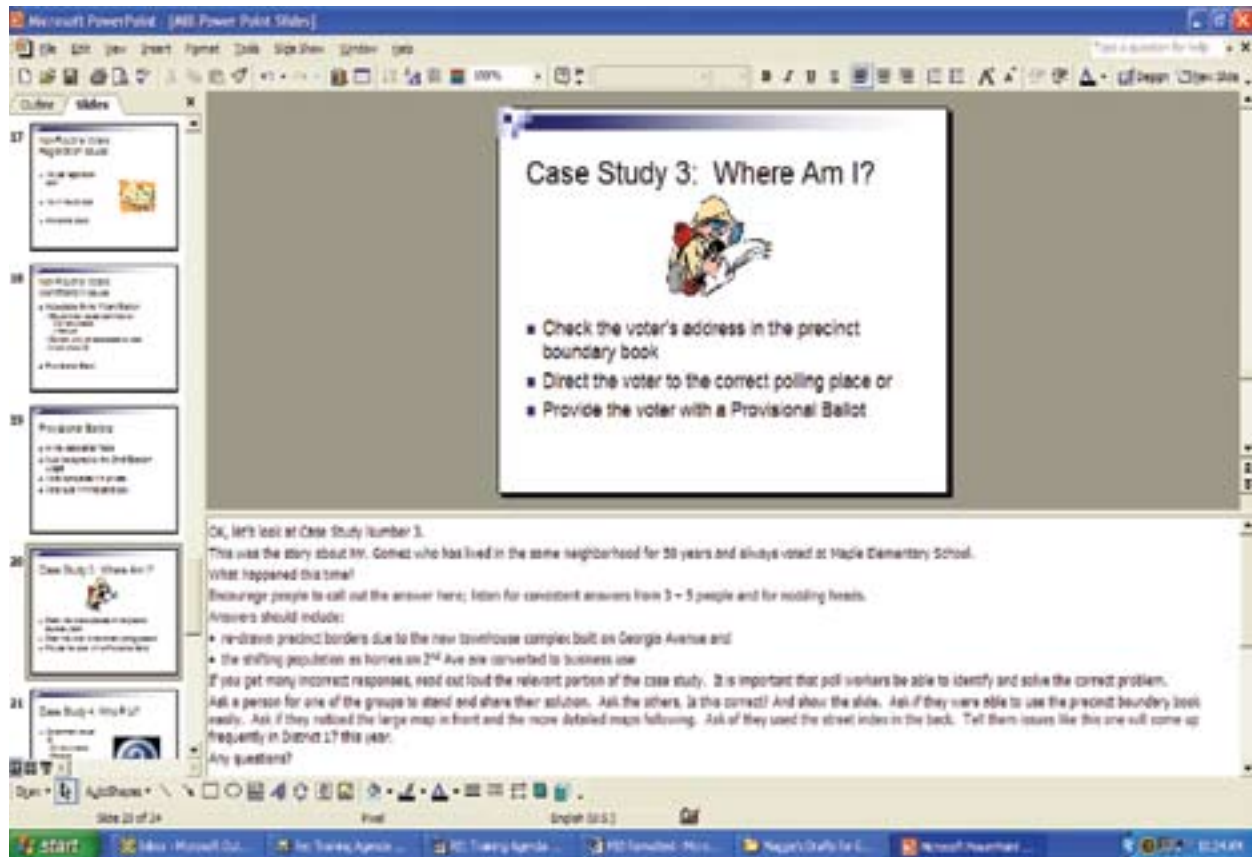
This is slide 20 in the presentation. Again, see the notes in the bottom of the screen. These notes guide the presenter to engage the participants in conversation about the case study, rather than just giving them the solution.

Sample #44. Model 1 Training Program

Model #1: Texas Online Poll Worker Training Program:
http://www.sos.state.tx.us/elections/onlinepoll worker.shtml

On Line Poll Worker Training is here!

Election Officials and Poll Workers (Election Judges and Clerks):

The Texas Online Poll Worker Training is here! **Texas is the first state in the nation to introduce On Line Poll Worker Training on a statewide basis!** County Clerks and Elections Administrators simply log onto the system, begin entering e-mail addresses of your Election Judges and Clerks for the upcoming November 7th General Election, select from a drop down menu to send them e-mail, and you can even print reports for your records!

What are the benefits?

This is a brand-new way to train Election Judges and Clerks all over the State—it's easy, convenient, and most of all, free! Providing on line poll worker training will allow you to:

- Conduct large training easily—just think, no room arrangements, seating problems, parking problems—your users can take the training course in the comfort of their home if they like;

- Provide training at the Judges and Clerks convenience;

- Provide Training 24 hours a day/ 7 days a week;

- Gather response data from your Judges and Clerks by printing out a report that will tell you exactly what topic(s) you need to go over in face-to-face training when they come to pick up their election supplies;

- Cut down on time and travel to face-to-face training;

- Reward your election judges and clerks by providing them with a Certificate of Achievement.

We at the Secretary of State's office are excited to bring you this new method of training and look forward to working with you and your Judges and Clerks.

Poll Workers: if you haven't been contacted by your County Clerk or Elections Administrator about this new training, give them a call and ask them to get you signed up!

County Clerks/Elections Administrators: if you haven't offered this to your poll workers, sign them up!   There's even a built-in help "desk" in our online training (upper right hand corner of the screen), as well as a FAQ.

> For technical support issues, please feel free to call our special toll-free number at 888.826.4858 or e-mail us with your questions and comments.

Questions: Call or e-mail Kim (Sutton) Kizer at 800.252.VOTE(8683). Thank you and Happy Web Learning!

Sample #45. Model 2 Training Program

Model #2: Hillsborough County Online Poll worker Training Program:
http://hillsborough-fl.training.clarityelections.com

Welcome to our Online Training Center

Thank you for joining our Election Team and for your commitment to serve your community during election time. We are proud to have you on board and are pleased to provide you this state-of-the-art online training program to teach you all of the essentials required to open, run and manage your precinct's polling place during election time.

If you are a new user, please refer to your welcome letter for the **user name** and **password** required to access the Online Training Center to begin your training. To help you get started, please click Quick Start Guide for detailed help on using the Online Training. Please click System Requirements to learn how to best view this online training material within the platform.

To begin the training:

1. Type your **User Name** in the **Name** field

2. Type your **Password** in the **Password** field

3. Click **Login** to load your personal training page

4. From there, just click the **Introduction** link, located in the **Current Courses** section to begin the training

I am eager to hear how you like the online election worker training. Please feel free to email or call my office with your feedback.

See you at the polls!

Buddy Johnson
HILLSBOROUGH COUNTY SUPERVISOR OF ELECTIONS

Login Questions?

Show Me

Sample #46. Exhibit A, Sample Inhouse Training Guide

Exhibit A
SAMPLE IN-HOUSE TRAINING GUIDE

Training Methods Used: Hands-on Training and In-Class Exercises

12:30   Have refreshments ready. Collect signed pollworker materials (sign-in sheets, loyalty oaths, etc.)

1:00   Opening – Welcome workers, reiterate their role in Democracy

1:15   Review successes and problems encountered during the last election cycle

1:30   Review law changes and any special issues for this election

        Break out sessions:
        Station 1 – forms and provisional ballots;
        Station 2 – supplies and special issues;
        Station 3 – equipment operations/hands on

2:00   Move to first session – follow signs (signs show which precincts begin at which station – then they go clockwise)

2:35   Dismiss to move and get refreshments

2:45   Groups rotate to next station; next session begins

3:20   Dismiss to move and get refreshments

3:30   Groups rotate to next station; next session begins

4:10   Supervising Judges pick up supplies in Clerk's Office

Remind lead pollworker to check with their polling site to make sure it will be open at 6:30 a.m. on Tuesday. They have the contact information in their notebook.

Sample #47. Exhibit B, Sample Training Agenda

Exhibit B
SAMPLE TRAINING AGENDA

I. **Welcome**
   a. What's New? (curbside voting door bell for accessibility, ability to cast provisional ballots on touchscreen unit, new security procedure)

II. **Expectation of the training class**
   a. Class will be 2 hours plus 30 minutes for hands-on
   b. Housekeeping (cell phones, hand-outs, etc.)
   c. Importance of consistency

III. **"Twenty Questions" Game (1st set of 10 questions)**

IV. **Overview of "Perfect Polling Place"**

V. **Overview of Job Descriptions**
   a. Precinct Captain
   b. Voter Demonstration Clerk
   c. Check-in Clerk
   d. Ballot Clerk
   e. Ballot Box Clerk
   f. Special Ballot Clerk
   g. Precinct Technician

VI. **Opening Procedures**

VII. **Processing Voters (Role Playing)**
   a. "Perfect Voter" (check-in and vote)
   b. Voter not found in Roster
   c. Provisional Voter
   d. Voter marked "Absentee Ballot Requested" in Roster

VIII. **Closing Procedures**

IX. **"Twenty Questions" Game (2nd set of 10 questions)**

X. **Hands-on exercises with voting equipment (Set up, Opening, Processing a voter, Closing, Tear-down)**

Tip!
Post the Training Agenda on a large easel or Post-It at the front of the room. It will keep you – and your audience – focused!

Sample #48. Exhibit C, Sample Training Agenda

Exhibit C
SAMPLE TRAINING AGENDA

Training Methods Used: In-Class Exercises, Interactive Training, Overhead Presentation

Time	Who	Topic	Facilitation	Methods/ Media
5 Minutes	Presenters and Participants	Welcome	Introductions of presenter and elections staff	Show Slides 1 -2
10 Minutes	Presenter 1	Opening Activity	Review the objectives of the training	Show slides 3-4
5 minutes	Presenter 2	Content	Opening the Polls	Show slides 5-7
10 minutes	Presenter 1	Demon-stration	Set up the voting equipment	Voting equipment
20 minutes	Participants Presenter 2	Scenarios 1-2	Have participants break into groups of 6 to read and solve the scenarios Have one group share their solution to each of the 2 scenarios	Scenarios 1 – 2 Slides 8 – 9
15 minutes	Presenter 1	Content	Processing Voters	Show slides 10-19
30 minutes	Participants Presenter 2	Scenarios 3-5	Have each group of 6 resolve each of the scenarios Announce the solutions to the case studies; check for agreement and alternatives.	Scenarios 3 – 5 Slides 20-22
15 minutes	Participants	Assessment	Have each participant complete the evaluation independently. Review the answers. Provide take-home copies	Assessment Slide 23
10 minutes	Presenters	Evaluation	Refer participants to FAQ for instructions on getting Election Day assignments. Distribute evaluations.	Evaluation FAQ Slide 24

Sample #49. Exhibit D, Sample Training Agenda

Exhibit D
SAMPLE TRAINING AGENDA

I.   Training Workshop Title:

Basic Poll Worker Training Workshop

II.   Workshop Objectives

All Imaginary Lake County poll workers should learn how to:

- Set up, operate, and break down the voting equipment
- Process voters
- Find help on Election Day

III.   Workshop Preparation

Component	Purpose	Description
Method of Delivery	The training workshop is best presented in 2 hours to groups of 18, 24, 30, or 36 participants	Options: - Morning session - Afternoon session - Evening session
Presenter	This workshop is best presented by a team of 2 presenters	Options: - Elections staff or leadership - Poll worker peer - Subject area expert
Invitation/ Announcement	ROV will send invitations and register the prospective poll workers for the training sessions	Options: - Email or snail mail - When and where - Why they are attending the training - Info on training bonus if appropriate

IV.   Workshop Setting

- Location/Duration:
  - Oliver Street Library, Community Room # 2, 7:00 a.m. – 9:00 a.m., Thursday, September 7, 2006
  - Site Contact: Linda Jones, Head Librarian, xxx-xxx-xxx

- Maximum No. of Participants:
  - 18 participants may register for this training session
  - Get the class list from ROV on Tuesday, September 5, 2006, xxx-xxx-xxxx

Sample #49. Exhibit D, Sample Training Agenda (page 2)

- Room set-up:
  - Arrange tables in a "U" in the center of the room w/ the open end toward the screen
  - Set up the projector/computer facing the screen
  - Set up the voting equipment in one corner of the room
  - Place the Case Study Sets on another table

- Adaptation for More Participants:
  - Expand the number of participants by multiples of 6
  - Arrange the room so folks are seated in groups of 6 from the beginning
  - Have one piece of voting equipment for every 4 groups
  - Have a Case Study Set for every 3 groups (have them share)
  - Have one facilitator (staff member or additional trainer) for every 4 groups

V.   Workshop Handouts

Bring one for each participant except where noted:
- Basic Poll Worker Training Workshop Frequently-Asked-Questions (called FAQ)
- Basic Poll Worker Training Workshop Case Studies # 1 -5
- Voting Equipment Job Aid (copy of laminated sheet that will be at polling place)
- Basic Poll Worker Assessment (bring 2x the number of participants)
- Basic Poll Worker Training Workshop Evaluation

VI.   Workshop Materials

- Laptop computer, projector, screen
- Voting Equipment (for demonstration and solving case study 1 and 2)
- Case Study Set (one set for every 6 participants):
  - "Dummy" Poll Book (for solving case study 3)
  - Precinct Boundary Book (for solving case study 4)
  - Election Manual (for solving case study 5)

Sample #50. Exhibit E, Election Center's Checklist for Training of Poll Workers

ELECTION CENTER

6

12543 Westella, Suite 100, Houston, TX 77077, 281-293-0101

Checklist for Training of Poll Workers

BEFORE TRAINING BEGINS:		
Training site and room reserved, unlocked, and available on day of training? (did you check prior to training, even if room had been reserved?)	☐ YES	☐ NO
At time of invitation, do you ask learners if they have any special needs accommodations?	☐ YES	☐ NO
Is training time sufficient to teach the required material and allow for lots of repetition and practice, practice, practice?	☐ YES	☐ NO
Have you posted signs to direct learners to the training room?	☐ YES	☐ NO
Is the training site and room accessible for persons with disabilities?	☐ YES	☐ NO
If accessibility entrance is at a different location in building, do you provide directions from THAT entrance to the training room?	☐ YES	☐ NO
Is there ID or special badge requirements in order to enter the building?	☐ YES	☐ NO
Do you need a microphone?	☐ YES	☐ NO
Are there adequate chairs, lighting?	☐ YES	☐ NO
Is room set up so all can clearly see monitor, screen, trainer?	☐ YES	☐ NO
Do you need a projection screen?	☐ YES	☐ NO
Audio/visual tested and ready to be used? (back-up projector(s), spare bulbs, etc)	☐ YES	☐ NO
Do you consider having an objective 3rd party (teacher, college instructor) observe the training and report feedback to trainer after session?	☐ YES	☐ NO
Do you have enough training manuals, hand outs, checklists, and are they in order?	☐ YES	☐ NO
Do you have sign-in sheets or attendance rosters?	☐ YES	☐ NO
Do you have name tags for all attendees?	☐ YES	☐ NO
Do you have extra pens/pencils available?	☐ YES	☐ NO
Does your training manual have an index, tabs or table of contents for poll workers to easily locate specific topics?	☐ YES	☐ NO
Are power outlets accessible for audio/visual?	☐ YES	☐ NO
Are you organized and comfortable with the material to be presented?	☐ YES	☐ NO

Sample #51. Cover Page to St. Louis County, MO, Training Manual
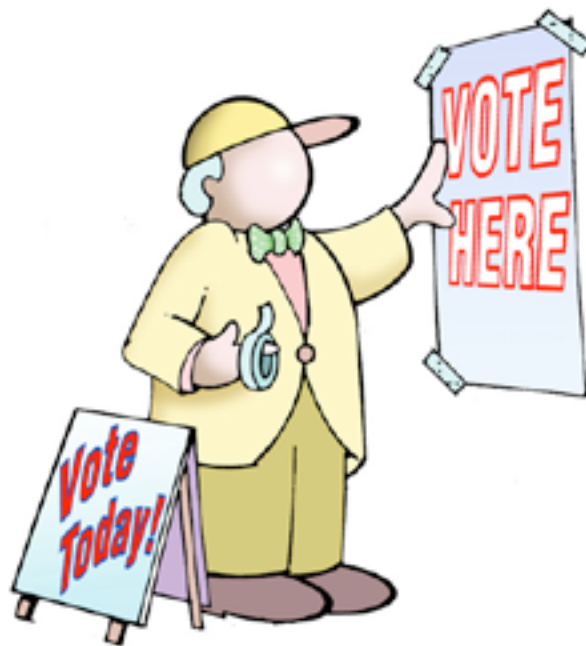
INSTRUCTIONS
FOR
ELECTION POLL WORKERS

for the Aug. 8, 2006 Primary Election

Sample #52. Kennesaw State University Center for Election Systems: Poll Worker Training Evaluation

Look for patterns in errors on the quizzes. To better see the patterns, transform it from a bunch of answer sheets into a chart that associates questions with objectives and tallies the number of correct and incorrect responses.   Your chart might look like this:

Sample Poll Worker Performance Chart				
Course	Basic Pollworker Training			
Session	October 13, 7:00 p.m., Main Library			
Instructor	B. Wise		o New o Experienced	
Instructor Preparation	o Given Training-In-A-Box Materials date: _____ o Attended Training-In-A-Box Meeting date: _____ o Attended Train-the-Trainer Session, date: _____ o Passed the Trainers Prep Test, date: _____ o None			
Participants	60			
Evaluation Tool				
Objective #	Question #	# Correct	# Incorrect	
1	1			
1	2			
1	3			
1	4			
1	5			
2	6			
2	7			
2	8			
2	9			
2	10			
3	11			
3	12			
3	13			
3	14			
4	15			
4	16			
4	17			
5	18			
5	19			
5	20			
Notes:				

If a one question is missed frequently look at how thoroughly that topic was treated in the training. Consider increasing the pollworkers' exposure to the topic, for example, the instructor may use a power point presentation to directly teach the concept then have the participants solve a case study using the information finally participants might play a "Jeopardy" style game that includes a

Overview: Strategies To Keep the Poll Workers You Want

The stars of Election Day are the poll workers who take pride in how well they manage the polling place. This section offers strategies to keep them coming back.

The principles used by corporations to retain good employees offer helpful guidance for election officials. Roger Herman's book on employee retention, *Keeping Good People,* includes the following principles:

- Cultivate strong personal relationships.

- Offer them the potential for growth.

- Reward them.

These strategies will help strengthen your relationship with individual poll workers. In turn, poll workers will strengthen their commitment to you. This section includes strategies for increasing the benefits for poll workers that do not involve increasing the stipend; it also examines a variety of ways to reward poll workers. In a 2006 survey of National Association of Counties (NACo) members, nearly 30 percent of the respondents said they conducted a post-election analysis to evaluate poll worker performance.

In This Chapter

- Benefits of Evaluating Performance
- Resources Needed
- Pitfalls and Challenges
- Tips for Successful Implementation
- Evaluating the Poll Worker Performance Program
- Three Poll Worker Performance Evaluation Models

Poll workers, as well as election officials, need to know if they make errors.

Performance evaluations tell election officials which poll workers perform well or exceed expectations.

Many jurisdictions rely on voter feedback to evaluate poll workers. Nearly a quarter of the jurisdictions that participated in the spring 2006 NACo survey employ polling place observers. Their observations yield valuable information, but they cannot substitute for a structured evaluation of poll workers.

A structured evaluation traces errors to individual workers or teams of poll workers. After Election Day, officials review registration lists, provisional ballot applications, ballot accounting, and other paperwork and record all errors. They give report cards to poll workers or teams. This information can help plan training sessions and Election Day support.

This detailed post-election analysis takes time, effort, and planning, but it is the only way an election official can obtain a clear view of what actually happened on Election Day. Also, in the event of a legal challenge, election officials must have a way to account for errors.

In jurisdictions where poll workers rotate tasks, a structured evaluation requires a system to track who did what and when.

Benefits of Evaluating Performance

Performance evaluation helps election officials place poll workers in positions appropriate to their skills and abilities. Occasionally, election officials will use the information to decide not to rehire a poll worker. Such decisions are easier if the decision is based on evaluation data.

Performance evaluation also reveals who the Election Day stars are. Election officials can use the evaluation to reward

Poll Workers Can Be Evaluated on—

- *Their attendance at training class.*

- *How well and how quickly they open the polling place.*

- *How successfully they find names in the voter registration list and supplemental lists.*

- *How correctly they process provisional ballot voters and related forms.*

- *How well they direct lost voters to the correct polling place.*

- *How thoroughly they count ballots.*

- *How well and how quickly they close the polling place.*

- *How correctly and quickly they close reports and send the results and critical materials to election central.*

- *Their interactions with voters and other poll workers.*

excellent poll workers. In jurisdictions that offer opportunities to move into more responsible positions, evaluation data helps.

Data show trends across precincts and help identify issues in poll worker training. For example, if many poll workers are making the same mistake on the ballot accounting form, the reason might not be incompetence. Check that the form is clear and that the training has been thorough.

The point of poll worker evaluation is not to punish inadequate poll workers. It is a tool to improve accountability and the conduct of elections. If a challenge or a legal question arises after the election, officials must be able to recreate what happened at the polling place on Election Day.

Resources Needed

- **Staff time both before and after the election.** In one large jurisdiction, a staff member and several part-time assistants spent 6 weeks conducting the evaluation. In a small jurisdiction, the post-election evaluation process took one staff member a week to complete.

- **A database tool,** such as Excel or Access, or poll worker management software.

Pitfalls and Challenges

- Telling poll workers about their errors requires sensitivity and care. If the problem is minor or unusual, work with the poll worker. If the problem is major, such as disenfranchising a voter, consider "retiring" the poll worker.

- Long-time poll workers who have never been evaluated might bristle at first and regard the evaluation as a personal criticism. Election officials need to be clear that the evaluation is a tool for improving training and tracking how well poll workers are doing their jobs. Also, make it clear that you are evaluating only their performance of Election Day duties; do not make personal comments.

Tips for Successful Implementation

- A thorough evaluation requires planning before the election. Decide on the criteria and how performance will be measured. It might take several election cycles to establish measurable criteria and an appropriate grading system.

- Consider forming a task force of experienced poll workers to help develop the evaluation. Involving them in the process can help defuse potential resentment.

- Before training, inform poll workers that they will be evaluated.

- In jurisdictions where poll workers rotate Election Day tasks, make the precinct leader accountable. Provide the leader with forms to evaluate the performance of polling place staff. Conduct an analysis of how each polling place conducted the election—checkin procedures, provisional ballots, opening and closing—and go over the results with the precinct leader.

- In small jurisdictions, the evaluation process can be more personal. In one jurisdiction, the election official sends a note to the poll worker, along with a photocopy of the error and an explanation.

Evaluating the Poll Worker Performance Program

The goal of a formal poll worker performance evaluation program is to help weed out nonperformers and retain the most qualified poll workers.

One way to evaluate such a program is to take the poll worker tasks—attendance at training, opening and closing polls on time, and correctly processing provisional voters—and measure improvement from election to election.

Three Poll Worker Performance Evaluation Models

Evaluating and Rewarding by Teams (Humboldt County, CA)

The Humboldt County, CA, Elections Department requires more than 400 poll workers to conduct a countywide election. Poll workers open and close the polls, issue ballots, keep track of who has voted, and, in some polling places where we have multiple precincts, serve as traffic directors guiding voters to the right precinct board. These tasks and the list of supplies and equipment (tracked via a bar-code scheme) are one axis of the evaluation matrix. The other axis has the poll workers' names grouped by precinct board.

Election officers earn $71 for serving as a clerk and $76 for serving as an inspector. The county has conducted a poll worker evaluation and reward program since 1999. If the precinct board satisfactorily completes its tasks and returns the supplies and equipment, each poll worker on the board

"It has been difficult to measure whether the evaluation program has led to improved poll worker performance because the poll worker's tasks change at every election," says the Humboldt County, CA, election manager. "However, the evaluation program does underscore that the completely integrated training program (the poll worker manual, the training handouts, the performance evaluation, and supplies) directly leads to a more perfect Election Day. Everyone on the canvass team plays some role in the evaluation program."

"The bonus program costs approximately $8,000 per election. It was necessary to develop an extensive bar code scheme. On Election Night, everything that comes back from the polls is scanned. The next day it must be uploaded to a spreadsheet that shows what is missing (the first potential point deductions) and shows us what we need to find immediately. Other elements of the matrix are worked on and the voting history is captured, the rosters are gone through for completeness, accuracy, etc. One staff person is responsible for keeping score as all materials are gone through, and then the registrar reviews it at the end. Everyone on the canvass team plays some role in the evaluation program."

—Lindsey McWilliams, Elections Manager, Humboldt County, CA, Elections and Voter Registration Division

receives a $20 bonus. In the past two countywide elections, more than two-thirds of the precinct boards received their bonuses.

Evaluating Poll Worker Performance (Allen County, OH)

Allen County's poll worker evaluation program began in 2001. It focused on three major areas—poll books, ballot summary sheets, and returning materials. We determined that we should probably deal with the 10 most important items in each category so as not to get too complicated. Over the past 5 year, we have made minor adjustments and modifications. We constantly debrief and review our process, looking for improvements. The key to keeping this from becoming an overwhelming project is incorporating the evaluation form into our established processes. In other words, we unpack in teams—one member fills out the evaluation form while the other unpacks. We complete the poll book form as we review the poll book from each precinct; likewise, with the ballot summary sheet. As we review each summary sheet, we are guided by the evaluation form.

We do not send a letter to the poll worker. We review the summary sheets personally with the precinct's presiding judge at the next training session—that way, we can answer questions if they have any. We then rely on the presiding judge to share the information with the others and oversee implementation.

Recently, we began something new—we held a voluntary debriefing session with our presiding judges and assistant presiding judges. We let them speak to us regarding their Election Day experiences. It went exceptionally well. One of the things we found out was that they did not really understand what 'standards' we were using in our evaluation of their work. Other than the fact that it is all covered in our Poll Workers Procedure Manual, we could not answer their question. So we are now working on just such a matrix or standards guide.

We have seen dramatic improvement. First, this process has helped us refine our teaching curriculum in ways that more directly address problems. Second, it helps poll workers better understand specific errors and solutions.

"Our success in this, I believe, is to present it in a nonthreatening way to the poll workers. This has always been our basic goal in refining our education process. The first error is on us—perhaps we didn't teach well enough. From there it is to determine if you, the poll worker, are listening as well as learning, thus the second error is on you. From there it allows us to track whether or not we have ongoing problems with the same folks making the same errors over and over, in which case we might need to move them out of their position."

—Keith Cunningham, Director, Allen County, OH, Board of Elections

Poll Worker Performance Tracking (Montgomery County, MD)
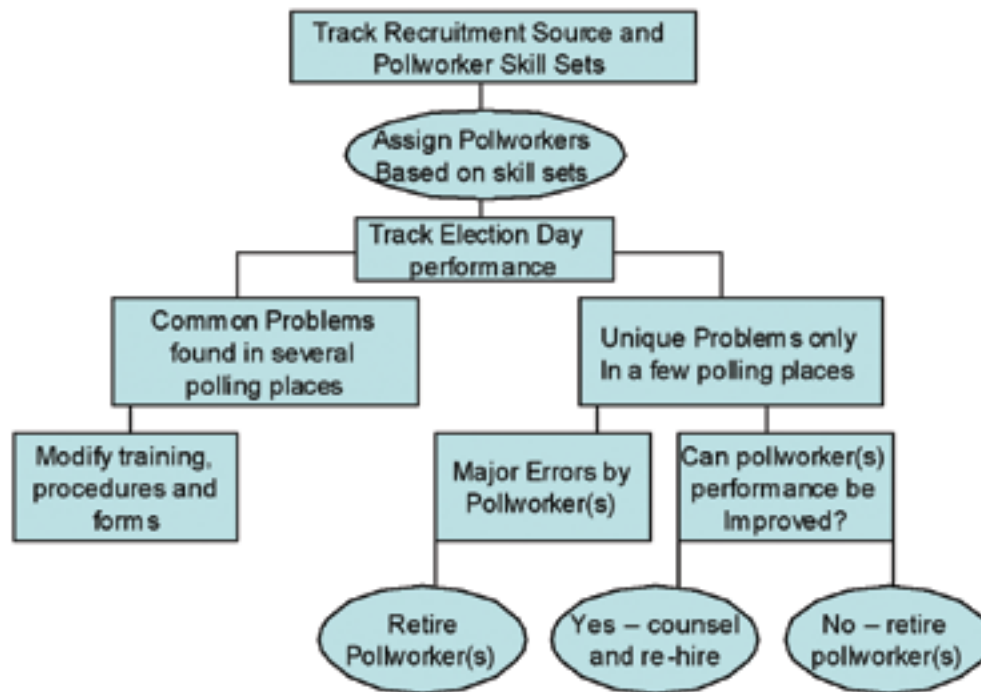
Sample Discussion of Poll Worker Evaluation Program

PROFESSIONAL PRACTICES PROGRAM 2006

EVALUATING ELECTION JUDGE PERFORMANCE
The RTE (Recruitment/Training/Evaluation) to Success!

MONTGOMERY COUNTY, MARYLAND
Contact: Sara Harris sara.harris@montgomerycountymd.gov 240-777-8522

Top quality election judge precinct performance is an essential element for successful voter service and well-conducted elections. Precinct election officials or early voting election officials can benefit from a well-planned, solidly implemented and integrated Election Judge Recruitment, Training and Evaluation program. Election Judge Evaluation is the third and necessary leg of a quality structure and voter service system.

The Montgomery County Board of Elections integrated a 3-part Election Judge Evaluation Program with Recruitment and Training, the Recruitment/Training/Evaluation (RTE) to success!

Part I - an in-depth analysis of election day documentation returned by election judges.
Part II - an Election Judge Performance Report prepared by trained observers.
Part III - a peer-to-peer survey conducted by Board of Elections staff after election day.

For the full text of this Professional Practices Paper, contact Sara Harris, sara.harris@montgomerycountymaryland.gov

Sample #55. Forms and Flow Chart, Montgomery County, MD's Program (pages 184–186)

In This Chapter

- Using the Poll Worker Newsletter as a Communication Tool
- Challenges
- Resources Needed
- Tips for Developing and Maintaining a Newsletter
- Communicating With Poll Workers Before Election Day
- Communicating With Poll Workers on Election Day

One way to retain poll workers is to stay in contact and keep them informed. According to the NACo survey, 1 in 5 jurisdictions sends regular newsletters to its poll workers. Nearly 1 in 10 jurisdictions conducted an Election Day review by meeting with poll workers later or sending them a report.

Use regular communication with poll workers to—

- Affirm the value of the poll worker to the election office.

- Say "thank you" to poll workers.

- Build a sense of community.

- Keep mailing addresses (or e-mail addresses) up to date.

Using the Poll Worker Newsletter as a Communication Tool

Use the newsletter to prompt poll workers to contact the elections office. For example, give the dates of an upcoming election and provide a tear-off, signup form for them to complete and return. On the form, include information about positions and give them a choice of assignments. Also ask for updated contact information, including e-mail addresses, and feedback about their last experience.

Challenges

- Printing newsletters can be expensive; mailing them can be even more expensive. Consider e-mail as an alternative.

- Responding to feedback can be time consuming.

Sample #56. Poll Cat Newsletter, Botetourt County, VA (page 187)

Tips for Developing and Maintaining a Newsletter

Content

- *A review of the last election and plans for improving the process.*

- *Changes or possible changes in legislation.*

- *Training schedules and other important dates.*

- *Opportunities for advancement within the program.*

- *A feature on special poll workers to reward and strengthen commitment (i.e., bilingual poll workers, poll workers who have helped in recruiting, poll workers who go above and beyond the call of duty, and poll workers with interesting backgrounds).*

- *Recruitment messages, including a list of precincts where poll workers are needed.*

- *A questionnaire for future election availability and assignments.*

Resources Needed

Depending on the experience of the person assigned to develop the newsletter, MS Word is a basic option and PageMaker or MS Publisher are other options. MS Word offers several templates for creating professional-looking newsletters.

Tips for Developing and Maintaining a Newsletter

Content

- A review of the last election and plans for improving the process.

- Changes or possible changes in legislation.

- Training schedules and other important dates.

- Opportunities for advancement within the poll worker program.

- A feature on special poll workers to reward and strengthen commitment (bilingual poll workers, poll workers who help in recruiting, poll workers who go above and beyond the call of duty, poll workers with interesting backgrounds).

- Recruitment messages, including a list of precincts where poll workers are needed.

- A questionnaire for future election assignments and availability.

Design and Dissemination

- Consider asking a poll worker or community organization to produce the newsletter.

- Send electronic newsletters or briefings via e-mail to those who have e-mail.

- Put reserve and potential workers on the newsletter list.

- Provide copies of the newsletter at training classes to save the cost of mailing.

Evaluating Your Newsletter

- In a post-election debriefing, ask poll workers if the newsletter is worth it. Ask how to make it more engaging.

- Can you continue to produce and distribute a newsletter?

"We communicate with our 22,000 poll workers via a poll worker newsletter called the Poll Cat*. We mail the newsletter prior to every major election and it serves at least three purposes: (1) educates poll workers on the county's initiatives, (2) briefs poll workers on key procedures, (3) highlights interesting poll workers, and repeatedly seeks input from and gives thanks to the poll workers. It's a lot of work to produce a newsletter that is informative and fun, but we receive such great feedback that it's worth it."*

—Wanda Hamilton, Poll Cat *Editor, Los Angeles County, CA*

"It's the kiss of death to have a volunteer's name on a list and not stay in touch with them more than once or twice a year."

—Tyra Williams, Alpha Kappa Alpha Sorority, Washington, DC

- Can you measure its effectiveness? Can you track how much time and money the newsletter costs? Can you gauge whether it helps make poll workers feel better informed? How much does it help your retention rates? Does it encourage poll workers to become involved and take pride in their performance?

Communicating With Poll Workers Before Election Day

- Before Election Day, poll workers may have questions about training session dates, locations, and procedures. Poll workers must know how to contact the election office—the proper person to call and the phone number. Set up systems so poll workers can find information on their own.

- Encourage poll workers to use e-mail. It takes less time, especially when you create standardized e-mail responses to frequently asked questions (FAQs).

- Consider posting an FAQ page for poll workers on your Web site.

- Before Election Day, send a review of the most important things to remember.

- As Election Day approaches, prepare for an increase in the number of calls from poll workers. Make sure everyone updates voice mail messages to indicate when the caller can expect a response (within 24 hours). Designate people to field calls from poll workers and judges or to work with poll workers by voting district and precinct.

- It is important that your poll workers know how to reach you on the day before Election Day. Unanswered questions about polling-place assignments and locations can mean the difference between a polling place opening on time or opening late.

- "Ask Wanda." One jurisdiction has distributed a form in their poll worker training classes asking "Wanda" (a longtime poll worker who now works in the election office) for help. The form helps poll workers feel that a real person is there to answer their questions. It also provides an opportunity for poll workers to vent their frustrations to the election office.

Sample #57. Making It Count: Poll Worker Bulletin, *King County, WA (page 188)*

Sample #58. "Ask Wanda," Los Angeles County, CA, Feedback Form (page 189)

Communicating With Poll Workers on Election Day

It is most important to communicate with poll workers on Election Day, especially at peak times before the polls open and after the polls close.

- Jurisdictions now regularly issue cell phones to poll workers to use on Election Day to facilitate communication. But do not assume that all poll workers know how to use a cell phone. Include cell phone operation as part of your training.

- In some jurisdictions, poll workers are directed to call an area field technician, not the central office, when they encounter problems. In turn, the central office calls the area field technician when it learns about problems with voters or monitors.

- The central office number to call for help on Election Day is one of the most important pieces of information given to poll workers in training sessions. The process for requesting help must be repeated several times during training and in training materials. After the election, ask poll workers if they had problems communicating with the central office. Look for ways to expand technical support, reevaluate help-desk staffing level and procedures, or upgrade your phone system.

Post-Election Resources and Tips

- *Provide feedback forms during the training sessions and on Election Day. Encourage poll workers to write down questions, comments, ideas, or solutions. Spotlight any new procedures developed as a result of poll workers' feedback. Reinforce the importance of their initiatives to the entire process for future elections.*

- *Poll worker survey—A post-election survey can provide valuable information on how well components of the poll worker program are working.*

- *Set up a voice mailbox or an e-mail address for receiving feedback from poll workers after the election.*

Sample #59. Letter to Poll Workers, Napa Valley, CA (page 190)

Sample #60. Poll Worker Survey Developed for EAC Pilot Jurisdictions' Poll Workers (page 191)

In This Chapter

- Offer Excellent Training
- Give Special Recognition at Training
- Provide Incentives for Election Day
- Pay Poll Workers Quickly and Accurately
- Say "Thank You"
- Stage a Poll Worker Appreciation Event
- Establish a Training Certification Program
- Other Ways To Show Appreciation
- Statutory Requirements and Impediments

Poll worker retention takes effort, energy and resources, but the results are worth it. Elections office staff must work with, support, and nurture poll workers—those indispensable citizens who run the elections in the precincts.

Focus group participants have affirmed that the main reason poll workers return is that they enjoy the people they work with. Let your poll workers know you appreciate them. Thank them. Here are some ways to do that:

Offer Excellent Training

By providing poll workers with the tools and knowledge to run an election smoothly, you give them confidence, and they will return.

- Use discussion of techniques, Microsoft PowerPoint, hands-on training, and exercises. When appropriate, show a sense of humor.

- Some jurisdictions prefer to mix new and experienced workers in the same classes; others prefer to separate them according to their assigned Election Day positions.

Give Special Recognition at Training

Begin training sessions by recognizing individual poll workers. For example, acknowledge those who were recently married, celebrated a special event, won recognition, or distinguished themselves in some way.

- Give special ribbons for the number of years served.

- Offer door prizes.

"Confidence-building is what we're about."

—Sally Pujol, Precinct Operations Manager, Sacramento, CA

"A well-informed poll worker is a happy worker."

—Karen K. Hartenbower, County Clerk/Election Officer, Lyon County, KS

- Supply refreshments at training.

- Provide patriotic lapel pins.

- Provide name badges.

Provide Incentives for Election Day

Incentives might include—

- Bags for poll workers to take personal items to the polls.

- Lanyards for name tags.

- Survival packets, including candy, adhesive bandages, aspirin, and premoistend hand cloths.

- Election-specific lapel pins.

- Cookies or other food and drinks on Election Day.

Pay Poll Workers Quickly and Accurately

Tell poll workers when they can expect to be paid. Often poll workers are paid on the same biweekly cycle as the local government employees, so payday can be up to 2 weeks after the election. Make sure poll workers know this. Prompt payment shows your appreciation for the job they do.

Poll workers will become frustrated if the stipend they receive is incorrect and they have to spend time and effort to correct this.

Say "Thank You"

Volunteer-management experts stress the importance of saying "thank you" to your volunteers. Many poll workers who participated in focus groups around the country, however, said they do not remember being thanked for their service. Perhaps election officials need to say it louder. For example, election officials who provide doughnuts and coffee at the polls need to make it clear that they do so because they appreciate the service poll workers provide.

Of the jurisdictions responding to the NACo membership survey, 1 in 10 sent certificates of appreciation to their poll workers; 2 in 10 gave them ribbons, lapel pins, or other tokens of appreciation; and 1 in 60 sent thank-you letters.

Note: Although many poll workers do appreciate the incentives, those who participated in the League of Women Voters' focus groups did not consider them a necessary form of thanks. Finding the funds to provide incentives can also be a challenge.

Stage a Poll Worker Appreciation Event

Consider partnering with elected officials to host a poll worker reception or awards ceremony. This takes more work than a thank-you letter, but it may have greater impact. An appreciation event will—

- Publicly affirm the value of poll workers to your office and to the government.

- Provide an enjoyable social occasion.

- Strengthen ties among poll workers and foster a sense of community.

Invite your poll workers to a special event in their honor. Ask local elected officials and the media to attend. Give special recognition to those who have worked more than 1 year and those who have performed well. Guests who come to celebrate with the poll workers are potential new poll workers. A ceremony gives you great publicity and raises the awareness of the need for poll workers.

- Ask whether the food can be donated by a local restaurant or grocery store.

- Ask the local League of Women Voters to greet the poll workers as they arrive.

- Present door prizes and give each worker a token of recognition; e.g., a flower donated by your neighborhood florist.

- Award certificates of appreciation at the event, including special recognition of those with longer service.

Resources Needed

- Staff time to coordinate the event and invite poll workers.

- Cost of invitations.

- Cost of the event, which can include renting space and catering the food.

Pitfalls or Challenges

- The cost might be prohibitive for the jurisdiction.

- Some jurisdictions have rules prohibiting entertainment expenses. In this case, consider hosting a potluck supper without the use of election funds, where poll workers can contribute dishes and relax in an informal atmosphere.

- Accidentally leaving somebody off the invitation list can create hard feelings. Make sure your invitation list is up to date.

Establish a Training Certification Program

Those workers who complete the class could be paid more. The training consists of specific classes on procedures and laws at the precinct level.

To become certified, workers must attend a specified number of class hours and pass a test on the information presented in the class. This program creates a pool of dedicated workers who will return year after year.

Other Ways To Show Appreciation

- Greet workers who return supplies with a smile.

- Convince local businesses to provide discount coupons for poll workers.

- Send personalized thank-you letters or cards, preferably handwritten.

- Have your jurisdiction proclaim and publish Poll Worker Appreciation Month every November.

- Send birthday letters and, for other major life events, greeting cards.

Statutory Requirements and Impediments

State laws, including the following, may have an impact on poll worker retention programs.

- **Certification or training requirements for poll workers.** These set minimum standards for poll worker knowledge and performance. Some might fail the certification process, or you may need to dismiss a poll worker. A state-wide certification or training process will provide for both contingencies.

"I think that when President John F. Kennedy said, 'Ask not what your country can do for you; ask what you can do for your country,' he described Lawrence County poll workers."

—Marlene D. Gabriel, Director of Voter Registration and Elections, Lawrence County, PA

"Once they invest that much time and effort into becoming certified, they don't walk away. They stick around."

—George Gilbert, Director of Elections, Guilford, NC

- **Duration of term.** Many States specify the length of term for serving as a poll worker. Election officials who consider adopting a poll worker evaluation program may be required to keep poll workers until the end of their terms, even if their performance is poor.

- **Poll worker pay.** If poll worker compensation is set by State law and you believe the payment level is insufficient, consider other forms of compensation. Not all rewards need be monetary. For example, young poll workers might show progressive levels of proficiency on their resumes. Point out that serving as a precinct leader looks good on a law school or job application.

- **Rules prohibiting use of public funds for entertainment.** Know the rules about spending money for entertainment before planning a reception or event to thank your poll workers.

Model Program

In Pennsylvania, more than 300 poll workers and their families attended a ceremony honoring poll workers who had worked 10 years or more. Each honoree received a certificate and a flag. Six workers who had served for more than 50 years also received a rose and a letter of commendation from the State's highest election official.

Model Program

At least two jurisdictions work in cooperation with their local community college. To receive certification in one jurisdiction, the poll worker must attend 18 class hours. Approximately 40 percent of their workers are now certified. Retention in that county has run from 78 to 90 percent. In another jurisdiction, poll workers receive college credit for attending training sessions.

Section Three Samples

Sample #53. Poll Worker Feedback Materials, Humboldt County, CA

Precinct Handbook Appendix A

PRECINCT BOARD PERFORMANCE MATRIX

Election Date: _____   Precinct Number: _____

Points Possible = 36   32 or above = BONUS

	ACTIVITY	YES	NO	POINTS POSSIBLE	POINTS AWARDED
1	Security Log Completed and returned as required			6	
2	Attended School of Instructions – Inspector only required			2	
3	Polls opened and closed timely			2	
4	Results transmitted by 9:00 p.m. or Elections Office notified of problem transmitting (See GEMS Log)			1	
	Roster-Index				
1	Ballot Statement completed			2	
2	Calculations on Ballot Statement are accurate			2	
3	Declaration of Election Officers completed correctly			1	
4	Certificate of Voters Voting completed correctly			1	
5	Absentee voters transferred to roster-index pages			1	
6	All absentee voters signed "AV roster" – not main roster			1	
7	All provisional voters signed "Log of Provisional Voters" and not master Roster			1	
8	Board finds voters on roster or supplemental roster – two or more registered voters voting provisional ballots loses point			1	
	Required materials turned in on election night in transport bag				
1	Ballot receipt completed and returned			1	
2	Regular voted ballots returned in Container A			1	
3	Container A sealed			1	
4	Number of ballots enclosed written correctly on Container A label			1	
5	**Provisional Plastic Bag** – label on paper, not bag, number of provisional ballot envelopes on paper, and Provisional ballot envelopes inside bag			1	
6	**Provisional** envelopes received from voters are completed correctly by board with affidavits as appropriate			1	
7	**Absentee Ballot (AV) Bag** – label on paper, not bag, number of absentee ballot envelopes on paper, and Absentee ballot envelopes inside bag			1	
8	**Write-in Bag (#3)** – label on paper, not bag, outside of envelope completed correctly and Write-in ballots inside envelope			1	
9	**Bag (Envelope) #2** – label on paper, not bag, check boxes completed correctly and Master Roster, Oath/Payroll, AccuVote Results Tape, completed affidavits, certificate, and etc. in envelope			1	

Sample #53. Poll Worker Feedback Materials, Humboldt County, CA (page 2)

10	**Ballots Not Read by AccuVote Bag** – label on paper, not bag, place all valid ballots the AccuVote could not read in this bag			1	
11	**Bag #1 –** label on paper, not bag, containing spoiled ballots, stubs, and surrendered AV ballots – **No valid ballots in bag**			1	
12	**Transport bag locked**			2	
	Miscellaneous				
1	Unused ballots returned in Supply Box			1	
2	Unused ballots accounting sheet completed correctly			1	
	Total Points			36	
	Bonus YES NO				

Performance Matrix (Appendix, page 1)

This is the matrix we use to calculate your bonus. Points are awarded on a pass/fail, all or nothing basis. This is how you can lose your bonus for not completing the Security Log. We try to keep the matrix as simple as possible so the items are not weighted for relative importance, except for the Security Log.

We give you a PRECINCT SUPPLIES CLOSING CHECKLIST which very much relates to the matrix. The Checklist tells you where things are supposed to go when you close your poll. Correctly following the checklist figures in 30 of the 36 points.

PRECINCT SECURITY LOG (page 3)

The Precinct Security Log is a single point of failure for losing your bonus. On Monday before the election, go to the poll and make sure we have given you everything you need for the election. This Log will be in the front of your Roster binder. We will fill in the boxes in BLUE: Precinct Name, the initial Seal Number on the Supply Box, and the AccuVote Serial Number, Memory Card Number, and AccuVote Security Seal Number Here's what you fill in, at a minimum. Note they are in RED.

• Inspector – print or sign your name.
• In the first Supply Box box, verify that the Seal Number on the Log is what was on the Supply Box. If it is different, check the NO box and note the number that was on the Seal. Verify that the contents of the Supply Box are intact. If there is a problem, **call us**.
• When you are ready to reseal the Supply Box, note the new Seal Number in the second box and check YES that you sealed the Supply Box.
• On Tuesday (election) morning, verify that the seal you put on the Supply Box Monday is still there. Check the YES box in the third box and write down the Seal Number.
• On Tuesday (election) evening when you are ready to reseal the Supply Box, note the new Seal Number in the second box and check YES that you sealed the Supply Box.
• At the lower left corner of the Security Log is a place to record the number on the big black ballot box

If something happens during the day that requires a change in your AccuVote, the AccuVote memory card, or the AccuVote Security Seal, you must note the reason for the change, and the serial number of the

Sample #53. Poll Worker Feedback Materials, Humboldt County, CA (page 3)

new AccuVote, AccuVote Memory Card, and AccuVote Security Seal. In the example above, the memory card was changed, and the number of the new card and security seal were recorded. The inspector initialed the Memory Card box and signed under the new Security Seal Number.

Precinct Security Log

Precinct 3A-12   Inspector Milt Boyd

Supply Box	Sealed when you arrived for setup? ☑ YES ☐ NO Seal No. 114067	Sealed when you left after setup? ☐ YES ☐ NO Seal No.	Sealed when you arrived election day? ☐ YES ☐ NO Seal No.	Sealed when you closed election night? ☐ YES ☐ NO Seal No.
AccuVote	AccuVote Serial No. 71347	Memory Card No. 128-015	AccuVote Security Seal No. 0147963	
Change to AccuVote, memory card, and/or AV Security Seal	REASON FOR CHANGE: New Serial No. Election Officer Initial ____	REASON FOR CHANGE: bd self ready to fureit tan startup. added NV mm card. New Memory Card No. 128-035 Election Officer Initial MB	REASON FOR CHANGE: hxt to change new card. New Seal Serial No. 0147844 ELECTION OFFICER SIGNATURE milt boyd	
Changes to AccuVote, memory card, and/or AV Security Seal	REASON FOR CHANGE: New Serial No. Election Officer Initial ____	REASON FOR CHANGE: New Memory Card No. Election Officer Initial ____	REASON FOR CHANGE: New Seal Serial No. ELECTION OFFICER SIGNATURE	
Ballot Box No. 45	REASON FOR CHANGE: New Ballot Box No. ELECTION OFFICER SIGNATURE		REASON FOR CHANGE: New Ballot Box No. ELECTION OFFICER SIGNATURE	

Sample #53. Poll Worker Feedback Materials, Humboldt County, CA (page 4)

ELECTION NIGHT RETURN LABELS

We provide you with bar-coded labels for the bags/envelopes we expect you to return on election night. We depend on these labels for our election night inventory so these count toward your bonus. If you do

BAG/ENVELOPE NO. 2 1E-35 100001	ABSENTEE ENVELOPES 1E-35 100001
PROVISIONAL ENVELOPES 1E-35 100001	BAG/ENVELOPE NO. 3 (Write-ins) 1E-35 100001
UNREAD BALLOTS 1E-35 100001	BAG/ENVELOPE NO. 1 1E-35 100001

not use them, you will not get your bonus.

You have six large plastic bags with clear plastic pouches attached to them. Inside the pouches are paper slips that correspond to these labels. Pull the paper slips out of their pouches far enough to put the bar code label on the upper right corner of the slip and put it back in the pouch.

GENERAL ELECTION
NOVEMBER 7, 2006

ENCLOSE IN THIS ENVELOPE **NO. 1**

Check (√) items as they are inserted in this envelope.

☐ Spoiled Ballots (If any)

☐ Stubs from Ballots Used

☐ Absent Voter Ballots Surrendered (if any)

Place this envelope in Transport Bag

Sample #53. Poll Worker Feedback Materials, Humboldt County, CA (page 5)

COMBINED ROSTER INDEX (Page 6)

Your Combined Roster Index has changed from June, 2006. There are more pages and we have tried to make all of them easier to deal with and fill out. We are using red type to try to focus your attention on boxes or sections that **must be completed**.

The first page has three boxes on it. The upper right box contains information we provide: your precinct name (e.g. 1E-45), your precinct number (e.g. 100008), your polling place location, and the title of the election.

The Declaration of Election Officers on the left side of the page also has your precinct name and the date of the election. **All poll workers must sign in this box before the polls open.** The inspector should also put her/his name on the line in the sentence, "Signed in the presence of *(inspector's name)* on _____, 20__." and put the election date on the other blanks.

You may need to replace a poll worker during the day. If this occurs, you must note the change in the FILLED VACANCIES CERTIFICATE. The box has instructions: print the person's name who did not appear or who left on the top lines and print the name of the replacement poll workers on the bottom lines.

BALLOT STATEMENT PAGE (page 7)

This box used to be on the Combined Roster Index page but enough people either got it wrong or didn't fill it out that it now has its own special page complete with instructions. Notice it says in bold red type, "This Statement must be completed after you close your Poll." We really mean it. You get one point for trying and another if your addition is correct. While it doesn't have the matrix weight of the Security Log, this is really the key to election integrity.

It has instructions for each line of the Ballot Statement.

Sample #54. Poll Book Report/Poll Worker Evaluation, Allen County, OH

ALLEN COUNTY BOARD OF ELECTIONS
ELECTION DATE_____/____/_____PRECINCT_____

POLL BOOK REPORT

	CORRECT	COMMENTS
OATH SIGNED		
CERTIFICATION SIGNED		
SIGNATURE		
ADDRESS		
VOTES CAST		
STUB NUMBERS		
PROVISIONAL		
YELLOW LAST PAGE		
HIGHLIGHTER		
ABSENTEE		
MISC		

POLL BOOK   EXCELLENT   GOOD   FAIR   CHECKED BY_____

FORM PE-3

Sample #55. Forms and Flow Chart, Montgomery County, MD's Program

Board of Elections
Montgomery County, Maryland   D-P   **Polling Place**

POLLING PLACE SUPPORT PROGRAM
(Electronic Poll Books) PRECINCT EVALUATION REPORT - 2006

ARRIVAL TIME: _____   **DEPARTURE TIME:** _____   Primary ☐ General ☐

I. OUTDOOR SIGNS

1. "VOTE HERE" Sign (1 or 2 - to direct voters into polling place from street)	Yes	No	N/A
2. "No Electioneering" Signs (see attached Site Map)	Yes	No	N/A
3. Temporary "Elderly/Handicapped Parking" Signs (see attached Site Map)	Yes	No	N/A
4. Temporary "Van Parking Only" Sign (1) - (see attached Site Map)	Yes	No	N/A

II. INDOOR AND/OR OUTDOOR SIGNS

1. "Accessible Entrance Directional Arrow" Signs (2)	Yes	No	N/A
2. "Red Arrow" Signs (6)	Yes	No	N/A
3. "Watch Your Step" Caution Signs (2-If Required)	Yes	No	N/A

III. INDOOR POSTERS, SIGNS, AND/OR DOCUMENTS   (*No signs may be posted near Voting Units*)

Are the following required posters/documents clearly posted inside Polling Room?

1. Instructions to Voters From the Attorney General of Maryland	Yes	No	N/A
2. Specimen Ballot/Text of Questions Appearing on Ballot (**General Election only**)	Yes	No	N/A
3. Write-in Candidate List (**General Election only**)	Yes	No	N/A
4. Zero Report Tapes from each TS Voting Unit	Yes	No	N/A
5. Unofficial Voter Turnout Report 10:00 a.m. & 3:00 p.m.	Yes	No	N/A

Are the following convenience signs/posters inside the Polling Room?

1. Write-in Voting Instruction Poster (**General Election Only**)	Yes	No	N/A
2. Voter Access Card Notice (On Voting Unit Table with Voter Access Card Box)	Yes	No	N/A
3. "Wait Here" for Escort to Voting Unit (Voting Unit Table)	Yes	No	N/A
4. Voting Time Warning Notice to Voters (Voting Unit Table)	Yes	No	N/A

Are other signs and documents posted in the Polling Room or near the entrance to the Polling Room but inside the polling facility?

1. TS Voting Unit Instruction Poster	Yes	No	N/A
2. Provisional Ballot-Clarified Uses	Yes	No	N/A
3. Voting Rights in Maryland Poster	Yes	No	N/A
4. Identification Requirement and Provisional Voting Poster	Yes	No	N/A
5. Voters with Special Needs Poster	Yes	No	N/A
6. Warning	Yes	No	N/A
7. Election Judge Poster	Yes	No	N/A
8. Voting Rights Act – Subsection F	Yes	No	N/A
9. Combination No Smoking, No Children Over 12 in Voting Booth,	Yes	No	N/A
Sign: No Cell Phone Use, No Photographs of Persons Voting			

IV. POLLING ROOM LAYOUT/GENERAL OBSERVATIONS

1. Is room layout conducive to smooth traffic flow from station to station?	Yes	No	N/A
2. Is there a working land telephone in the polling room? If not, please call **240-777-8580** to report.	Yes	No	N/A
3. Are Check-in Tables set-up to process voters efficiently?	Yes	No	N/A
4. Are Electronic Poll Book cords contained and not a safety threat to voters or election judges?	Yes	No	N/A
5. Are Voting Units positioned at an angle to ensure voter privacy while voting?	Yes	No	N/A
6. Are two (2) Touch Screen Voting Units designated accessible?	Yes	No	N/A
Visually Impaired (Standing)?	Yes	No	N/A
Mobility Impaired (On Table)?	Yes	No	N/A
7. Are **ALL** Touch Screen Voting Units up and running?	Yes	No	N/A
If not, why not? _____			
8. Are there lines of five (5) or more voters? Where?	Yes	No	N/A
Check-in Table ☐; Provisional Table ☐; Voting Unit Table ☐; Other ☐.			
If other, explain _____			
9. Are all judges wearing name tags?	Yes	No	N/A

V. SECURITY – Critical Election Materials

Are any of the following materials unattended?

1. Electronic Poll Books (EPBs) at Check-in Tables?	Yes	No	N/A
4. Voter Access Cards at Check-in Tables or Voting Unit Table(s)?	Yes	No	N/A
5. Card Case (Keys, Supervisor Cards, Password, Tamper Tape) at Voter Assistance Table?	Yes	No	N/A
6. Unvoted Provisional Ballots	Yes	No	N/A
7. Voted Provisional Ballot Bag	Yes	No	N/A
Is Tamper Tape secure on ALL Voting Units?	Yes	No	N/A

Please explain below exact item and location of any security breach observed.

_____

_____

Sample #55. Forms and Flow Chart, Montgomery County, MD's Program (page 2)

LEGAL PROCEDURE COMPLIANCE:

I. CHECK-IN REGISTER JUDGES:

Are Judges:

	Yes	No	N/A
1. Determining eligibility of voter to vote a standard/electronic ballot?			
a. Asking voter **"What is your Name?"** Repeating the name?	Yes	No	N/A
Asking voter **"What is your Month and Day of Birth?"**	Yes	No	N/A
2. Locating voter's name with Electronic Poll Book?	Yes	No	N/A
a. Asking voter **"What is your Current Address?"**	Yes	No	N/A
3. Discretely confirming the Voter's party affiliation? **(Primary only)**	Yes	No	N/A
4. Processing Voter Access Cards?	Yes	No	N/A
5. Processing Voter Access Cards to activate the audio ballot, if requested?	Yes	No	N/A
6. Following this procedure in the **exact order** as indicated above?	Yes	No	N/A
7. Asking ID Required Voters to produce acceptable identification.	Yes	No	N/A
a. Recording ID information on Supplemental Change Form.	Yes	No	N/A
b. If unacceptable or no identification, directing voter to Chief Judge.	Yes	No	N/A
8. Issuing "Change/Correction Voter Information Supplemental Form" (for changes to voter's record)?	Yes	No	N/A
9. Passing activated Voter Access Card to VAC Judge?	Yes	No	N/A
10. Directing eligible voters to VAC Judge?	Yes	No	N/A
11. Directing ineligible voters to the Chief Judge?	Yes	No	N/A

II. VAC JUDGES

Are Judges:

	Yes	No	N/A
1. Removing VAC from Electronic Poll Book Printer?	Yes	No	N/A
2. With VAC in hand confirming **Voter's Name** and **Date of Birth**?	Yes	No	N/A
3. Recording the following on front of VAC?			
a. Check-in Table Number (T-1, T-2, T-3)	Yes	No	N/A
b. Electronic Poll Book Number	Yes	No	N/A
c. Voter Tally Number & marking off assigned Number on Tally Sheet	Yes	No	N/A
4. Initializing VAC in designated space?	Yes	No	N/A
5. Instructing voters to sign the VAC on the Signature Line?	Yes	No	N/A
6. Giving Voter activated Voter Access Card?	Yes	No	N/A
7. Instructing Voter to proceed to Voting Unit Table with VAC and activated Voter Access Card?	Yes	No	N/A

III. TOUCH SCREEN VOTING UNIT JUDGES

Are Judges:

	Yes	No	N/A
1. Monitoring activity around Touch Screen Voting Units?	Yes	No	N/A
2. Managing lines when necessary?	Yes	No	N/A
3. Explaining to voters how to use the TS Unit & insert Voter Access Card?	Yes	No	N/A
4. Collecting VACs from Voters?	Yes	No	N/A
5. Confirming voter's Ballot Type on screen: Dem., Rep., or Other? **(Primary Election Only)**	Yes	No	N/A
6. Confirming appearance of ballot? **(General Election)?**	Yes	No	N/A
7. Recording Voting Unit Number on VAC?	Yes	No	N/A
8. Placing VAC in Envelope attached to Voting Unit?	Yes	No	N/A
9. Marking off voter number on "Voting Unit Tally Sheet" affixed to Voting Unit?	Yes	No	N/A
7. Have Judges cancelled a ballot? How?	Yes	No	N/A
8. Is voter's secrecy being preserved at all times?	Yes	No	N/A
9. Collecting Voter Access Card from voters?	Yes	No	N/A
10. Returning Voter Access Cards to Check-in Tables in a timely manner?	Yes	No	N/A

1V. ASSISTANT CHIEF /PROVISIONAL JUDGES

Are Judges:

1. Facilitating Provisional Voting for voters not qualified to vote a standard/electronic ballot for the following reasons:

	Yes	No	N/A
a. Not listed in the Precinct Register.	Yes	No	N/A
b. Listed in the Precinct Register but indicated a change of address.	Yes	No	N/A

Sample #55. Forms and Flow Chart, Montgomery County, MD's Program (page 3)

c. Listed in Precinct Register but claims to have a different party affiliation **(Primary Election Only)**.	Yes	No	N/A
d. Listed as an Absentee Voter or as having already voted.	Yes	No	N/A
e. Listed as "Show ID" and unable to provide sufficient identification.	Yes	No	N/A
f. Listed as "pending" & "Show ID".	Yes	No	N/A
g. Listed as "pending" & Need DL#/SSN#.	Yes	No	N/A
h. Challenged by a poll watcher & could not provide acceptable form of identification.	Yes	No	N/A
i. Other. (explain)	Yes	No	N/A

_____

Which of the above reasons is most common for issuance of Provisional Ballots?   1. _____

2. _____   3. _____   4. _____

2. When issuing Provisional Ballots, are Judges

a. Checking that "Maryland Provisional Ballot Application" is complete?	Yes	No	N/A
b. Making sure the voter has completed a Voter Authority Card?	Yes	No	N/A
c. Explaining to voter how to fill in ovals on Provisional Optical Scan Ballot?	Yes	No	N/A
3. Controlling and securing voted and unvoted Provisional Ballots?	Yes	No	N/A
4. Are judges assisting elsewhere in the precinct?	Yes	No	N/A

Are there bilingual judge(s) in the precinct?	Yes	No	N/A

   Position: _____   **Language**: _____

   Position: _____   **Language**: _____

V. __CHIEF JUDGES__

1. Have voting unit problems occurred opening the election or while voting? (If so explain below)	Yes	No	N/A
2. If after 10:00 a.m., has "Precinct Unofficial Turnout Report" been posted outside polling room door?	Yes	No	N/A

3. Who is in or has been in the polling room?
     Challengers and Watchers ☐; Candidates ☐; Political Party Workers ☐; Media ☐; Visitors ☐,
(Name/Group) _____
         (*Remind Chief Judges to include this information and Election Coordinator's visit on Election Day Log.*)

__Voter Situation__

Have Temporary VACs been issued? (If so, why?) (If, supplied)	Yes	No	N/A

Has voting assistance been given requiring completion of "Voter Assistance Form"?	Yes	No	N/A

     If so, in what type of voting: Standard/Electronic ☐; Standard/Electronic with VIBS ☐; Provisional ☐

__Resolving Voter Problems__

|			
a. Provisional Voting – Providing choices of voting location, if needed?	Yes	No	N/A
b. Issuing a Provisional Voter Authority Card and assisting voter completing the card?	Yes	No	N/A
c. Assist Voters locating correct polling place the Electronic Poll Book? (If applicable)	Yes	No	N/A
d. Proof of Voting-"Certificate of Participation" form – Requested by voter?	Yes	No	N/A

 e. Other – What and How? (e.g. name, address changes, voter registration)

f. Have voters requested "paper Ballots"? If yes, How many? What did Chief Judge do?	Yes	No	N/A

REPORT COMMENTS, EXPLANATIONS & OBSERVATIONS: Please describe and indicate exactly position, location and situation and print clearly:

_____

_____

_____

Sample #56. *Poll Cat* Newsletter, Botetourt County, VA
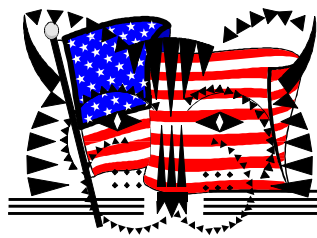
Occasional News for Our Officers of Election

POLLCAT

Botetourt County, Virginia
Volume I, Number 1   **March, 2006**

BOARD NOTES
Botetourt County Electoral Board

Every City and County in Virginia--134 in all, has a 3-member Electoral Board. In this first issue of our PollCat newsletter, I want to explain what Electoral Boards are all about.

The Electoral Board oversees elections in Boteoturt County, working with the Registrar's office to make sure the precincts are staffed, have all the necessary paperwork, have properly tested and certified voting machines loaded with the current election, and provides for the supervision of the conduct of elections. YOU, of course, are the real workers of the election. The integrity of elections in Botetourt County starts with the officers of election in the precinct.

The Electoral Board is also charged with canvassing the election. This process is performed the day after the election by the Board reviewing the results turned in by each precinct, to verify the results and catch any errors or omissions (the dreaded phone call the day after an election).

 The recount in December was a clear reminder of this very important function. (Botetourt County had NO changes in the results reported by the precincts).

PREPPING FOR AN ELECTION
Phyllis Dierschow, General Registrar

As soon as one election is over, we begin to prepare for the next.

This is the first in a series of columns where I hope to explain the workings of voter registration and election management.

To be eligible to vote, you must be registered. A qualified voter resides in Botetourt County, is 18 or will be by the fall election, is a citizen of the US, is not a felon and has not been adjudicated mentally incompetent.

The task of keeping and updating the rolls of registered voters is a daily process. Ted Towles primarily handles that task.

Election management is the second task of this office. We qualify candidates, pack election supplies, program voting machines, and most important - assemble and train our officers of election for each election.

In 2006, we have a full slate:
May 2, 2006 Town Elections
June 13, 2006 Democratic Primary
November 7, 2006 General Election

Please be willing to serve when asked. We count on our faithful, well-trained officers to conduct the best election possible. It is a privilege and an honor to serve your fellow citizens.

POLLcat SPOTLIGHT
Coloring Eggs - revived by a Pharmacist

Originally, the Persians and later the Egyptians exchanged colored eggs to celebrate the return of spring and as a sign of goodwill. The eggs were often a bright red to signify blood and life force. By 1880, in America, the Pennsylvania Dutch and Ukrainians were the only ethnic groups who still observed this tradition. A druggist in New Jersey came up with the idea of powdered dye in small packets after spilling some on a suit and ruining the suit. He had a worker pre-package the dyes which made it easier to color the eggs and the tradition was renewed. Of course, today many people use the colored plastic eggs filled with candy. I am looking for a chicken that lays chocolate eggs!

Sample #57. *Making It Count: Poll Worker Bulletin,*
King County, WA

Sample #58. "Ask Wanda," Los Angeles County, CA, Feedback Form

QUESTIONS?

ASK POLLS

Jean, Leslie, Ophelia, Ballard

...if you have questions about:
- your assignment
- getting paid
- your precinct board

For the quickest response, call the number on your _appointment notice_ .

If you do not have that number call:
562.462.2509 _or_
800.815.2666 _(Option 7)_

ASK WANDA

Wanda

...if you have questions about:
- procedures at the polling place
- something you did not fully understand in training class

For the quickest response, send an email to:
askWanda@rrcc.co.la.ca.us

...or visit website at www.lavote.net, click on "Take the Pollworker Plunge," then click on "Pollworkers only," then click on "Ask Wanda."

If you do not have email, call: 562.462.2728

Sample #59. Letter to Poll Workers, Napa Valley, CA

JOHN TUTEUR
REGISTRAR OF VOTERS

NAPA COUNTY ELECTIONS DEPARTMENT
900 Coombs St Rm 256   NAPA CA 94559-2936
PHONE 707.253.4321   FAX 707.253.4390

DEAR POLL WORKER,

I wanted to let you know how proud I am of each and every one of our poll workers and your performance on Election Day November 7, 2006.   I spoke with several of you late in the day at those locations where lines had formed.   I was uniformly impressed with the calm and professional manner with which voters were being treated during a difficult time.

I want to assure you that our Elections staff is working on changes that will be implemented well before June 3, 2008 to insure that poll worker stress and voter frustration are avoided during that Primary Election. Please contact me directly if you want to discuss our training and Election Day procedures by voice 707.253.4459 or by electronic mail at jtuteur@co.napa.ca.us.

Congratulations and thanks for your vital contribution to the successful conduct of the November 7, 2006 General Election. I look forward to working with you again in June 2008.

Sincerely,

JOHN TUTEUR
REGISTRAR OF VOTERS

Sample #60. Poll Worker Survey Developed for EAC Pilot Jurisdictions' Poll Workers

CITYOF MILWAUKEE ELECTION COMMISSION
SURVEY QUESTIONS

1. **How many elections have you served?**

   a. First Time b. 1-2   c. 3-5   d. 6-10   e. 10+

2. **What motivated you to become a pollworker?**

   a. **Friend/neighbor**   b. **Election Office Request**
   c. **Advertisement/flyer**   d. **Community Organization**
   e. **Other _____**

3. **Please tell us your age category:**

   a. 18-25   b. 25-40   c. 40-60   d. 60-

4. **On a scale of 1 to 5, with "1" being "poor" and "4" being "excellent," please rate the training manual.**

   1   2   3   4

5. **Did you attend pollworker training prior to the election?   Yes   No**

6. **Did you attend any supplemental training offered? (i.e., hands-on training)**

   Yes   No

7. **How strongly do you feel that the training adequately prepared you to operate the voting system on Election Day?**

   1 – Strongly Agree   2 – Agree   3 – Disagree   4 – Strongly Disagree

8. **How strongly do you feel that the training adequately prepared you to administer the election procedures, such as checking in voters, determining their eligibility and providing provisional ballots?**

   1 – Strongly Agree   2 – Agree   3 – Disagree   4 – Strongly Disagree

9. **On a scale of 1 to 4, with "1" being "unsatisfying" and "4" being "very satisfying," please rate your Election Day experience.**

   1   2   3   4

10. **How likely are you to serve as a pollworker in future elections?**

   1   2   3   4

THANK YOU!!!

Sample #61. Poll Worker Badge, King County, WA

Official
Poll
Worker
官方選舉站工作人員

KING COUNTY ELECTIONS
景郡選舉部
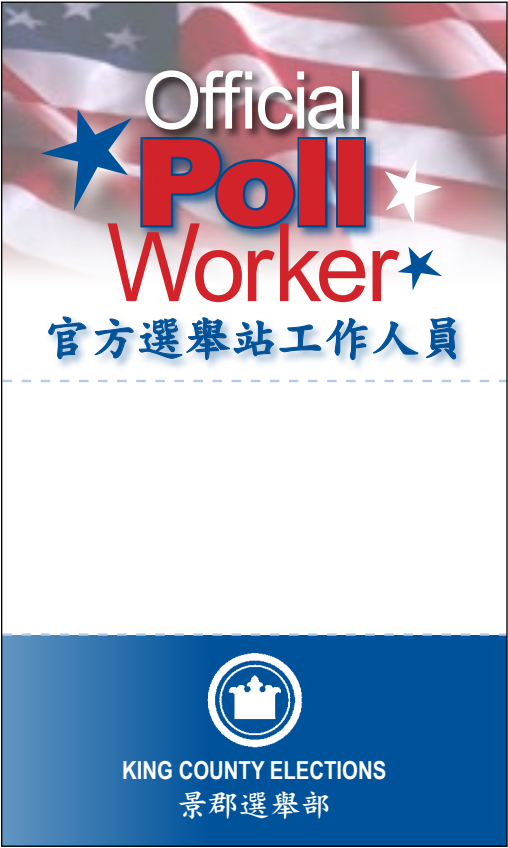
IMPORTANT PHONE NUMBERS

Trouble Desk   206-296-1599
(For poll workers only)
• AccuVote Problems
• Procedural questions
• Running low on ballots or supplies

Poll Workers Coordinator   206-296-1606
• Arrange for emergency supply pick up
• Arrange on an emergency substitute poll
   worker for Election Day
• Missing poll workers

Voter Services   206-296-VOTE (8683)
Press "zero" to reach a staff member with:
• Questions about a voter's registration
• Requesting an absentee ballot for yourself or
   family member for future elections.
• Bilingual Chinese Interpreter **206-296-1544**

Elections Operations   206-296-1565
• Validation requirements, election information
   and results
Chinese Voter Hotline   206-296-1544

King County Elections accepts collect phone calls.

Sample #62. Photo of Lyon County, KS, Tote Bag

Strategies To Improve Poll Workers' Performance

The business of managing poll workers is changing. New Federal and State election procedures—provisional ballots, early voting, voter identification—have increased the demands on poll workers. So has equipment such as touch-screen voting machines, precinct optical readers, and electronic poll books. As the needs change, procedures for assigning workers to polling places must also change.

This section provides tools and procedures that can improve poll worker management and reduce the administrative burden on Election Day. These measures can include employing Election Day troubleshooters, using early voting sites, and developing and assigning blended poll worker teams.

To establish assignments and support techniques, project managers need to know—

- The expected number of voters in each polling place.

- The skills and knowledge of each poll worker.

- The number and types of voting equipment at each site.

In This Chapter

Troubleshooters can prevent Election Day meltdown. They serve as liaisons between the polling places in the field and election central. On Election Day, troubleshooters become the eyes and ears of the chief election official. They provide feedback and are often involved in post-election debriefing.

Election Day troubleshooting programs come in all shapes and sizes, but the objective remains the same: to provide a backup support system for poll workers. This can reduce the burden for those on the job, minimize errors, and build poll worker confidence. This approach depends on a team of well-trained, well-equipped troubleshooters.

Types of Troubleshooters

- **Rovers** usually visit and monitor several polling places throughout the day. Some carry extra or replacement supplies. Some contact the leader of a poll worker team to ensure that everything is set up correctly—voting machines are operational and poll workers are on duty. Troubleshooters equipped with checklists audit polling places and ensure polling place compliance with established procedures.

- **Reservists,** or reserve poll workers, are on standby to fill vacancies on poll worker teams.

- **Technicians** work with the election machinery and receive extra training on voting machines. They can serve as rovers, or they can serve several precincts by helping to open and close machines, and fix and operate other pieces of equipment, including printers, electronic poll books, and modems. Some jurisdictions assign one technician to each polling place.

- **Openers and Closers** handle the biggest Election Day challenges: setup, opening and closing polling places and machines. In some jurisdictions, their role is to get polling places up and running on Election Day morning and return to the polls to help close and get the returns to the election office.

Pitfalls and Challenges

- Troubleshooters are usually paid more than poll workers, which may increase the jurisdiction's budget.

- As other poll workers learn about the higher pay, they might ask to be promoted. Election officials should screen and test so the best poll workers receive this opportunity.

Tips for Successful Implementation

- Assign the same set of polling places to each troubleshooter for every election. The troubleshooters will become familiar with their polling places. Using data provided by election central, the troubleshooter will plot a route based on which sites may need assistance. A new precinct leader might be at one site. At another site, a large voter turnout might be projected or the site may have a large number of voting machines.

- Assign troubleshooters to polling places with new programs or equipment.

- Troubleshooters should attend regular poll worker training as well as specialized technical training. They can work more effectively and avoid mistakes if they have a basic understanding of polling place operations.

Evaluation: Questions To Ask

- **Is the program sustainable?** Do you have the budget to create a troubleshooter program or the ability to move funds to sustain it? Will your staff have time for this extra recruiting effort?

- **Is it measurable?** Can you track the number of trouble-shooters you hire each election? Can you track how many return for the next election? Are they serving as your Election Day eyes and ears in the field? Are troubleshooters effectively solving problems?

- **Is the program worthwhile elsewhere?** Did you hear about this program from another jurisdiction and adapt it? Is it worth writing about and sharing with other jurisdictions?

Sample #63. Standby Agreement Letter, Cuyahoga County, OH (page 210)

Sample #64. Standby Appointment Letter, Cuyahoga County, OH (page 211)

Sample #65. Rover Polling Place Checklist (page 212)

In This Chapter

- How Early Voting Sites, Consolidated Polling Places, and Vote Centers Differ From Election Day Poll Sites
- Pitfalls and Challenges

How Early Voting Sites, Consolidated Polling Places, and Vote Centers Differ From Election Day Poll Sites

Early voting sites, consolidated polling places, and vote centers are becoming increasingly popular. They provide convenience for voters, and they make Election Day administration easier by reducing the number of polling places and poll workers.

In Clark County, NV, which includes Las Vegas, half of the voters cast their ballots early in the 2004 elections. Fewer polling places and poll workers were needed on Election Day.

Early Voting. In jurisdictions that allow early voting, voters can come to the central election office or to satellite sites before Election Day. Typically, early voting begins 1 to 2 weeks before Election Day. Early voting and vote centers require both access to the list of registered voters and the ability to provide every ballot style.

Consolidated Polling Places. Computerized voting and electronic poll books now provide the opportunity to assign several precincts to the same polling place. All voters check in at a central station, where they are listed by name instead of by precinct.

Vote Centers. This is the next step beyond consolidated polling places. They replace neighborhood polling places with "super polling places" throughout the jurisdiction. Voters can go to any vote center to cast their ballot. In Larimer County, CO, 31 vote centers replaced 143 polling sites. Instead of 1,000 poll workers, the county needed only 500 to staff the vote centers.

Vote centers usually work best in jurisdictions where significant numbers of people cast absentee ballots or vote before Election Day.

Because fewer poll workers are needed to staff early-voting sites, consolidated polling places, and vote centers, more selective recruitment and screening standards can be employed. But with hours of operation extending over several days or even weeks, there may be an added incentive for

200

In This Chapter

- Benefits
- Developing a Blended Team Tracking System
- Screening Potential Poll Workers for Blended Teams
- Sample Excel Spreadsheet

Using practices described in this guidebook, election administrators can expand their range of recruiting from high school and college students to civic leaders, government employees, bilingual poll workers, retirees, technicians, and disabled poll workers. This expanded workforce provides the opportunity to create teams that are blended—a variety of people with a mix of skills. The poll worker teams of the future will work together to meet the changing demands for the conduct of elections.

Benefits

- A blended group of poll workers with a diverse set of skills and abilities can promote the success of the entire team.

- A diverse team will probably be more representative of voters at each polling site.

- Election officials can develop an assignment method that tells them in advance the numbers of poll workers needed and the special skills required in which of their polling places.

Developing a Blended Team Tracking System

The following method helps to determine the number of voters expected at each polling place on Election Day.

- Use spreadsheet software such as Excel or Access to create a database of precincts.

- In the spreadsheet, include both the total number of registered voters and the number of active registered voters in each precinct served by the polling place.

- Subtract any permanent absentee-by-mail voters.

- Project the voter turnout for the specific election, based on past statistics.

- Project the percentage of voters who will vote early or by absentee ballot, and subtract that number from the expected voter turnout.

This formula provides the expected-to-vote number on Election Day at each polling place. Use it to determine the number of poll workers, supplies, ballots, and voting machines. Sort the expected-to-vote lists from largest to smallest numbers.

- Consistent with your State law, begin by assigning at least one high school or college poll worker to each polling place.

- Next, assign a government or workforce employee to each polling place.

- Using census data and demographics, assign bilingual workers to targeted polling places.

- Assign disabled poll workers to specific polling places based on projected voters with developmental disabilities or with hearing or sight impairment.

For example, if your jurisdiction has electronic poll books, you would want at least two poll workers in each polling place who know how to set up and manage the check-in process using the new technology.

- Track your methods for evaluating poll workers and use those tools as part of your assignment process.

- Add a column to track the number of poll workers trained by polling place or precinct.

High-volume sites need a large number of high-quality poll workers to keep the voters moving on Election Day. Polling places expecting small numbers of voters can be staffed by fewer poll workers who have basic skill sets.

Add columns and data to the spreadsheet based on specific needs. Examples include the following:

- The number of poll workers assigned and trained (column A)

- The number of poll workers needed (column B)

This information can be updated daily during assignment and training. You can quickly subtract column A from column B to find the number of poll workers needed to be recruited or trained. You may want to track supervisors in a separate column—especially if they must attend a more advanced training session.

A spreadsheet facilitates assigning trouble-shooters to polling places. You can add a code to denote high-traffic locations where supervisors might need extra assistance. You can assign troubleshooters to those sites first during the opening and closing of the polls.

Screening Potential Poll Workers for Blended Teams

In a survey of local election officials conducted by NACo in 2006, 18.5 percent of respondents reported using a formal method to screen poll workers before allowing them to serve on Election Day.

In small jurisdictions, screening poll workers might not be necessary. The election official is likely to know the recruits.

According to the NACo survey, six jurisdictions asked recruits to take a literacy test. Eleven jurisdictions ran criminal background checks, and 67 required recruits to fill out questionnaires. Questionnaires can be included in the application form.

Other jurisdictions use less formal methods, such as personal interviews and referrals. Screen potential recruits as you collect and analyze data from the previous election. This will provide information on the most common errors and whether training can correct the problems, amended procedures or materials, and whether you can track problems to poll worker performance and error.

You can also include screening in poll worker training. Screen formally, by administering a quiz, or informally, by having trainers evaluate poll workers' abilities. Evaluations usually work best in small classes with hands-on training.

Sample Excel Spreadsheet

	Polling Place Name	Total Reg	Active	By Mail Total	Remain to Vote (Reg – By Mail)	Project Turnout 42% of Reg	Project Early Vote 30% of Turnout	Expect at Polls Turnout minus Early Votes	Check-in Table (s)	Total EW's	Total Voting Machines
1	AMERICAN LEGION	1,017	920	28	989	428	129	299	1	4	3
2	KING BOWLING	1,205	1,085	22	1,183	507	153	354	1	4	4
3	AMLI AT LAKE FARMS	868	709	0	868	365	110	255	1	4	3

In This Chapter

State-Initiated Poll Worker Programs

Local election officials usually recruit and train the Nation's 1.4 million poll workers, but many States supplement and support the recruitment of high-quality poll workers. A survey of a dozen local and State election officials asked for feedback on the strengths and weaknesses of State-led and State-initiated poll worker programs.

State election officials said they were motivated by legislative mandates or requests from local election officials. State-led programs vary, but they include at least one of the following components:

- They provide a uniform poll worker curriculum or uniform training materials.

- They work with local officials or universities to develop poll worker recruiting materials.

- They work with corporations to benefit corporate poll worker programs.

- They conduct poll worker training and certify high-level poll workers.

- They train and certify local election officials in State laws and procedures.

- Observers from State offices visit polling places and provide feedback to local officials.

Some States have more flexible laws governing residency requirements for poll workers and laws permitting high school students to serve as poll workers. For example, a Minnesota law provides that "any individual who is eligible to vote in this State is qualified to be appointed as an Election Judge." Municipalities that have difficulty recruiting poll workers can use workers from other precincts. The law also allows high school students to serve as trainee election judges.

Mechanisms used for State-led programs include—

- Recruitment flyers and videos aimed at high school and college students, corporate employees, and bilingual persons.

- Letters to corporate leaders requesting recruitment partnerships.

- Press releases announcing the need for poll workers statewide or in targeted parts of the State.

- Training kits that include videos, training manuals, lesson plans, training slide presentations, worksheets, quizzes, role plays, and certificates of completion.

Strengths of State-Initiated Programs

- They help to recruit high-quality poll workers who complete training provided by the State.

- They foster consistency in implementation of procedures.

- Many State-sponsored short sessions are effective and convenient.

Pitfalls and Challenges

- In States with a variety of voting systems, State information can be of limited use, and maintaining uniformity can be difficult.

- Local officials must be engaged in developing the State-initiated program.

- One-time State allocations, unless extended, will create budget problems in future elections.

One State election official said that the biggest challenge was to meet local demand for more classes. Another stated that his State had not yet devised a program that met with local satisfaction.

Program Funding Options

- HAVA funds, especially when adopting new voting systems.

- General operating fund.

- State appropriations.

- County funds.

"We also make it fun to attend the 1-1/2 hour regional workshops we provide around the State prior to the elections (with at least one workshop within 1 hour of each town). We hold them from 6:00 p.m. to 7:30 p.m. so the elderly can attend and still drive home before dark. Many of the clerks encourage all the poll workers to attend and they will drive together and stop for a light supper first."

—Kathleen DeWolfe, Director of Elections and Campaign Finance, Vermont Office of the Secretary of State

Snapshot of Poll Worker Pay Scales Across the United States

The 2006 NACo survey asked jurisdictions how much they pay poll workers.

Of the jurisdictions, 72 percent said they pay election workers, 3 percent said they do not, and 25 percent answered "not applicable."

Election Workers Compensation By Jurisdiction

25%

3%

72%

- Jurisdictions that pay election workers
- Jurisdictions that do not pay election workers
- Not applicable
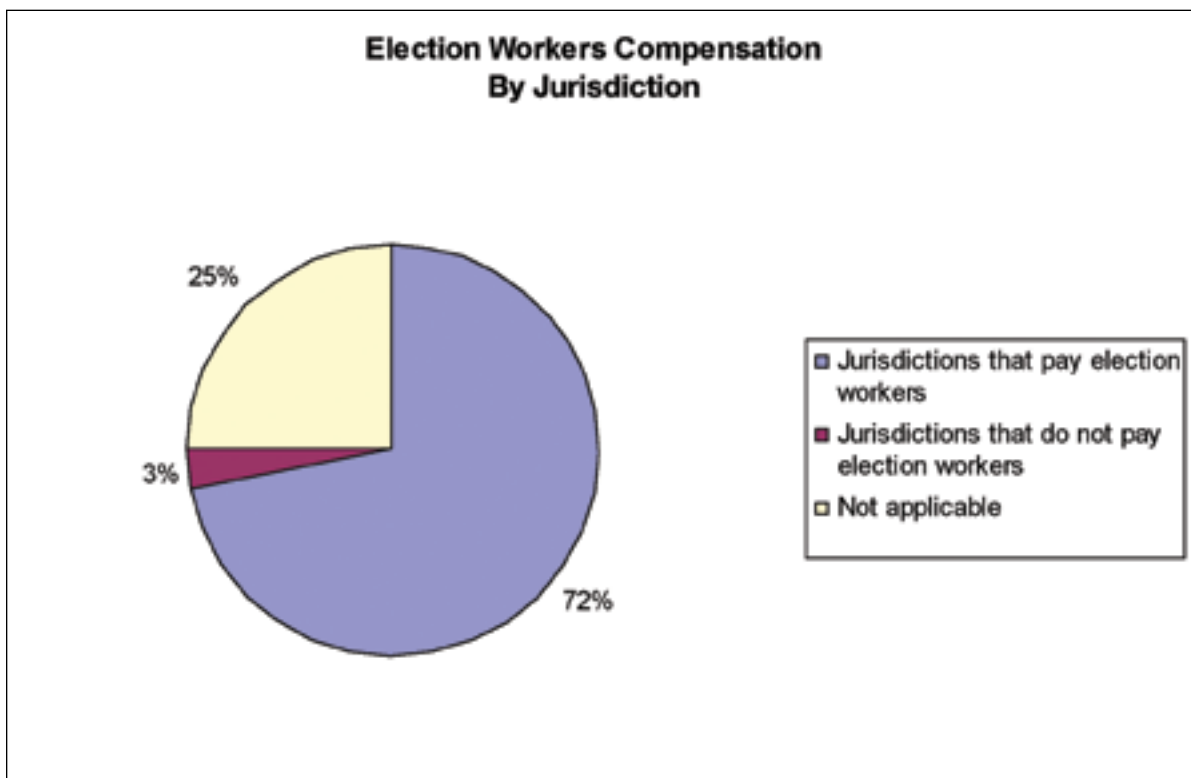
Average Daily Basic Pay Rates

Precinct leader, captain or chief	$74.22
Poll worker	$57.00
Specialty poll worker	$74.22
Student	$59.72

Average Pay by Type of Election Poll Worker

$74.22	$57.00	$74.42	$59.72
Precinct leader, captain, or chief	Poll Worker	Specialty Poll Workers (e.g. technicians)	Students
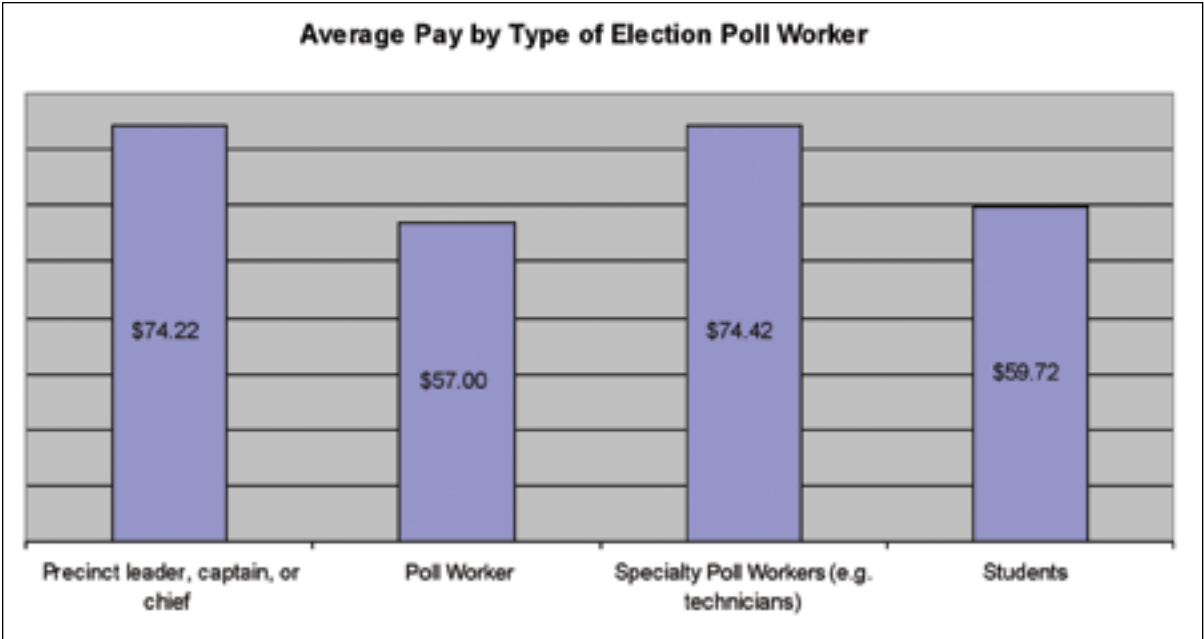
Additional compensation

Training	56.2%
Bilingual ability	1.1%
Mileage	51.6%
Picking up supplies	28.4%
Performance bonus	0.3%

Additional payments, including precinct set-up and tear-down, attendance, meetings, cell-phone usage and meals, averaged 10.5 percent.

Sample #66. Compensation for Precinct Officers and Polling Places, Sonoma County, CA (pages 213–216)

Sample #67. Request for Increase in Poll Worker Stipend, Solano County, CA (pages 217–221)

Section Four Samples

Sample #63. Standby Agreement Letter, Cuyahoga County, OH

CUYAHOGA COUNTY BOARD OF ELECTIONS

| Robert T. Bennett | Edward C. Coaxum, Jr. | Sally D. Florkiewicz | Loree K. Soggs | L. Michael Vu | Gwendolyn Dillingham |
| *Chairman* | | | | *Director* | *Deputy Director* |

October 13, 2006

Dear Poll Worker,

Thank you for agreeing to participate in the November 7, 2006 General Election as a stand-by poll worker. By signing the attached agreement form you are agreeing to stand-by from 5:00 a.m. to 10:00 a.m. on Election Day, November 7, 2006 in the event we need a replacement worker in or around your community.

In order to be accepted as a stand-by poll worker you must attend training prior to election. A training class packet is enclosed along with registration instructions.

We will not contact you unless we need you to replace a worker. If you are not contacted you will be paid $50.00 for your time. If we do contact you, we will inform you of the location at which you are needed to work. You will be paid the full rate of $172.10 for a judge and $182.10 for presiding judge.

In order to be paid for your services you must:
- Answer the phone (if we try to contact you and you do not answer we cannot pay you $50.00 for standing by).
- Return the attached agreement to the Board of Elections by October 31, 2006.
- Report to the precinct we assign to you (if you report to a different precinct you will not be paid).

If you have any questions or concerns, please call 216-443-3277.

Sincerely,

Betty Grant Edwards
Acting Manager
Poll Worker Department

Poll Worker Recruitment and Outreach
2925 Euclid Avenue • Cleveland, Ohio 44115-2497 • (216) 443-3277
www.cuyahogacounty.us/boe • Ohio Relay Service 711

Revised 6/20/2007 6:16 PM

Sample #64. Standby Appointment Letter, Cuyahoga County, OH

CUYAHOGA COUNTY BOARD OF ELECTIONS

Robert T. Bennett	Edward C. Coaxum, Jr.	Sally D. Florkiewicz	Loree K. Soggs	L. Michael Vu	Gwendolyn Dillingham
Chairman				*Director*	*Deputy Director*

Official Standby Agreement
November 7, 2006 General Election

Please complete all fields of the form below and ensure that all information provided is in legible print. This form must be on file with the Poll Worker Department Prior to October 31, 2006 in order for you to be placed on the stand-by list.

Name: _____

Phone: _____ Cell Phone: _____

Social Security Number: _____ (For Payroll Purposes Only)

Address: _____

City: _____ Zip Code: _____

NOTE: You must have a vehicle in order to be considered for the Election Day Stand-by position.

BY SIGNING THIS FORM, I AM AGREEING TO BE ON STAND-BY FROM 5:00 A.M. – 10:00 A.M. ON NOVEMBER 7, 2006. IF I AM CONTACTED, I AGREE TO WORK THE REMAINDER OF THE DAY UNTIL ALL CLOSING ADMINISTRATIVE TASKS ARE COMPLETE AT THE PRECINCT I AM ASSIGNED. I MUST FULFILL ALL SAID OBLIGATIONS IN ORDER TO RECEIVE MY FULL PAY.

_____

Signature   Date

FOR BOARD USE ONLY

Name of Board of Elections employee who signed up stand-by: _____

City or Ward stand-by is willing to work: _____

Poll Worker Recruitment and Outreach
2925 Euclid Avenue • Cleveland, Ohio 44115-2497 • (216) 443-3277
www.cuyahogacounty.us/boe • Ohio Relay Service 711

Revised 6/20/2007 6:17 PM

Sample #65. Rover Polling Place Checklist

SAMPLE
ROVER POLLING PLACE CHECKLIST

POLLING PLACE:

ELECTION:

VISUAL POLL CHECKS

☐ Outdoor signs posted.

☐ No campaigning signs within 250 ft.

☐ "Vote here if you live here" map and sample ballots posted.

☐ Machines plugged in and electrical cords out of the way and taped down to prevent tripping.

☐ All voting machines read "AC Online" and top light in upper left hand corner of unit is yellow.

☐ The encoder machine says "Charging." Then touch "Close," then touch "Create Voter Cards."

☐ Voters' backs in a position that prevents their ballots from being seen

☐ Brown envelopes with binder clip for voter receipts attached to the side of machines.

☐ All voters stop at check-in table and receiving either a white receipt or a provisional ballot envelope.

☐ Voters sign in registration book or worker writes "P" for paper ballot voters.

☐ Write line number, precinct split number, and party (primary only) on voter receipts

☐ Nothing but fingers or a Q-Tip touch the screens.

☐ Give voter receipt and voter card directly to machine judge.

☐ Machine judge inserts voter card and verifies precinct number and party (primary only) with voter before placing receipt in brown envelope.

☐ Election worker collects voter cards.

☐ Payroll sheet complete and turned in.

☐ Opening/Closing Report signed. (Use left column at bottom of page for morning – right column for evening.)

☐ Red official ballot bag positioned and sealed

☐ Portable provisional booth set up.

☐ Supervising judge knows how to complete the mid-day and final tally sheets.

PROCEDURAL CHECKS

☐ Remind supervising judge that encoder PC card should be left in encoder machine.

☐ Show designated driver the clear PC card bag and number of PC cards to return on insert.

☐ The designated driver and Supervising Judge both know the location of the drop-off site.

☐ Remind supervising judge to remove all PC cards from all voting machines, put in clear PC card bag and give to driver to return to drop-off site.

Signature of Supervising Judge: _____

Signature of Field Supervisor: _____

Sample #66. Compensation for Precinct Officers and Polling Places, Sonoma County, CA

<table>
<tr>
<td rowspan="2">COUNTY OF SONOMA
AGENDA ITEM
SUMMARY REPORT</td>
<td colspan="2">Clerk of the Board Use Only
Meeting Date   Held Until
___/___/___   ___/___/___
Agenda Item No: Agenda Item No:
_____   _____</td>
</tr>
<tr>
<td colspan="2"></td>
</tr>
</table>

Department: County Clerk-Recorder-Assessor	[ ] **4/5 Vote Required**

Contact: Eeve T. Lewis	**Phone:** 565-1877	**Board Date:** 10/03/06	**Deadline for Board Action:** **November 7, 2006**

Agenda Short Title: Compensation for precinct officers and polling places

Requested Board Action: To adopt the resolution increasing compensation for election precinct officers and polling places, effective November 7, 2006.

CURRENT FISCAL YEAR FINANCIAL IMPACT

EXPENDITURES		**ADD'L FUNDS REQUIRING BOARD APPROVAL**	
Estimated Cost	$ 50,000	Contingencies (Fund Name:)	$
Amount Budgeted	$ 0		
Other Avail. Approp (Explain below)	$ 50,000	Unanticipated Revenue (Source:)	$
		Other Transfer(s)	$_____
Additional Requested	$ 0	**Add'l Funds Requested:**	$

Explanation (if required): One-time funding is available through the HAVA Section 301 Voting Systems Program to reimburse the County for these costs during the current fiscal year.

Prior Board Action(s): Prior resolutions increasing precinct officer/polling place rates:
      4/1/74 – Resolution 44443 – Inspectors $20; Clerks/Judges $18
      9/23/74 – Resolution 46313 – Inspectors $33; Clerks/Judges $28.50; Polling Places $12
      1/6/81 – Resolution 68586 – Inspectors $45; Clerks/Judges $40; Polling Places $20
      10/8/85 – Resolution 85-2225 – Inspectors $60; Clerks/Judges $55
      7/31/90 – Resolution 90-1445 – Inspectors $75; Clerks/Judges $65
      5/11/99 – Resolution 99-0604 – Inspectors $100; Clerks/Judges $75; Polling Places $40

Alternatives to Requested Action:
     1) Leave payments at current levels.
     2) Increase payments to a lesser rate than requested.

Results of Non-Approval: In light of the additional duties placed on precinct officers as a result of the HAVA requirements, we would have increasing difficulty recruiting and retaining individuals to staff the polls on Election Day. The potential exists that some polling places would not open on Election Day due to lack of staff, or that the polls would open without adequate staffing. If we are not able to locate sufficient polling locations that are accessible to voters with disabilities, we will have to send voters out of precinct to vote and/or crowd existing polling places with multiple precincts. Any of these alternatives could jeopardize the legality of elections, or subject the County to potential lawsuits.

Sample #66. Compensation for Precinct Officers and Polling Places, Sonoma County, CA (page 2)

Increase in Precinct Officer Stipend - Background: The Registrar of Voters office recruits approximately 1,400 registered voters as Precinct Officers to staff approximately 350 polling places in a countywide election in Sonoma County. Precinct Officers work approximately 15 to 16 hours each Election Day, arriving at the polls at 6:00 a.m. and completing their duties between 9:00 and 10:00 p.m. In addition, the Inspectors (those in charge of the polling places) have pre- and post-election day responsibilities, including arranging for access to the polling place on election morning, attending mandatory training, picking up all supplies, ballots, booths and new Disabled Access Units (DAU's), transporting all supplies, ballots, booths and DAU's to the polls, and returning all materials, equipment, ballots and supplies to the assigned receiving center on election night. These civic-minded citizens volunteer to perform these critical tasks and receive a stipend for their services. Since 1999, Sonoma County Precinct Inspectors have received $100 plus mileage, and Clerks have received $75 for the day.

The Help America Vote Act (HAVA) has added new duties and placed greater responsibilities on those who staff the polling sites. The requirement that every polling location have at least one unit on which a voter with disabilities may vote in privacy and without assistance has compelled Sonoma County to provide one electronic DAU to each precinct. These devices require a significant amount of additional training for the Precinct Inspectors, and increased knowledge for all pollworkers. Prior to the June 6, 2006, Consolidated Primary Election (our first election using the DAU's), each Inspector was required to attend a special four hour training class on the set-up, use and closing of the electronic DAU's. The training, which must be thorough to ensure the Inspectors are familiar with the equipment and able to train the other pollworkers assigned to the precinct in its use, as well as assist voters who use the DAU, provides an opportunity for hands-on practice prior to Election Day.

Precinct Officer recruitment has been a daunting task for many years. Despite various programs targeted toward particular groups - such as the Sonoma County Employee Precinct Officer Program and the Student Precinct Officer Program - we have still scrambled to replace up to a third of those initially appointed in any given election, including some who resign on Election Day itself. The additional duties imposed by HAVA have made recruitment even more difficult. Some counties have responded to this challenge by recruiting a higher paid individual solely responsible for the use and operation of the HAVA compliant equipment. Others are paying increasingly higher amounts for the additional training required. Some, such as Sonoma County, have only recently acquired HAVA compliant equipment, and are now considering increases for Precinct Officers to compensate for the additional duties.

Many Precinct Officers declined to serve at the polls in the Primary Election, citing the additional training required and extra responsibilities as a result of the electronic voting equipment. Some signed up to work and resigned after the training finding the additional duties too onerous. Since serving at the Primary Election, some pollworkers have indicated that they will not be returning due to the extra responsibilities.

The new responsibilities have further undermined our ability to persuade Clerks or new vlunteers to assume the additional responsibilities of the Inspector.

Feedback we have received from the Inspectors who served in the Primary Election includes concerns regarding the length of the additional required training (which we are hoping to condense for future elections), the new responsibilities and required knowledge of the electronic equipment, and the weight of the equipment itself, making it difficult to transport (we are looking into folding equipment carts to assist in this area), set up and break down. Additionally, some Inspectors indicated that at least one other pollworker on each board should receive training on the disabled access units and we are hoping to meet this need through alternate training methods such as internet based or take home cd's.

Sample #66. Compensation for Precinct Officers and Polling Places, Sonoma County, CA (page 3)

The results of a statewide survey conducted following the Primary Election indicated that the average stipend for Inspectors (including training, but excluding mileage paid) was $112 statewide, $141 for the 11 Bay Area counties and $118 for our neighboring counties, while the average pay for Clerks was $84 statewide, $92 in the Bay Area and $78 in neighboring counties. In responding, many counties indicated they would be seeking an increase in the Precinct Officer stipend due to the additional responsibilities required and the added difficulty in recruiting Precinct Officers.

Recommendation: To compensate Precinct Officers for the additional training and responsibilities associated with the implementation of HAVA-compliant voting equipment, we are proposing that the stipend paid Inspectors in Sonoma County be raised from $100 to $135 per election (including training, but excluding mileage), and that the stipend paid Clerks be raised from $75 to $100 per election.

Increase in Polling Place Rental Amount – Background: Polling place recruitment presents a different problem. For many years, public schools have represented approximately one third of our polling places. Reduced school class size, the closing of schools and safety issues are limiting the availability of these facilities. In addition, many residential developments have no community facilities available, and community halls, clubs, and churches are often reserved for other ongoing activities on Election Day. When community facilities are built or acquired, they are often in close proximity to other public buildings, and not in the outlying neighborhoods, where the polling locations are needed. As a result, we sometimes double - or even triple - the number of precincts in a particular polling place. However, doing so results in voters having to travel out of precinct to vote or drop off an absentee ballot. This not only inconveniences voters, but also has an impact on the accessibility of the polling place.

We are fortunate that roughly 75% of our polling places are used without compensation (schools, churches and public buildings). It is our hope that by increasing the rate for paid polling places it will help offset the inconvenience of relocating activities for a day, and some of the cost of offering a facility as a polling place site on Election Day (utilities, janitorial services, etc.).

Recommendation: We are requesting that the amount paid to a polling location be increased to $60 per election. It is anticipated that the additional cost of less than $2,000 per countywide election can be covered by our existing appropriations.

Summary: Financially, the total estimated cost for the proposed increases is $50,000, for a county-wide, county-funded election. As stated earlier, for the November 7, 2006, General Election, we expect that cost to be fully reimbursed from allocated HAVA funds. In future years, the County general fund net increase would be appropriately $12,500 for General Elections, since those are heavily consolidated elections in which the consolidating jurisdictions pay a pro-rated share of costs, and the full $50,000 for a Primary Election, which is nearly entirely a county cost. Nearly all other elections conducted by the County, whether scheduled or special, are called by jurisdictions that are responsible for the full costs of conducting those elections and no net County cost increases are anticipated.

Sample #66. Compensation for Precinct Officers and Polling Places, Sonoma County, CA (page 4)

RESOLUTION NO. _____

County of Sonoma
Santa Rosa, CA 95403

Date: _____

RESOLUTION OF THE BOARD OF SUPERVISORS OF THE COUNTY OF SONOMA, STATE OF CALIFORNIA, FIXING COMPENSATION TO BE PAID ELECTION PRECINCT OFFICERS AND POLLING PLACES

WHEREAS, the citizens who staff polling places during elections are critical to the fair and efficient conduct of elections in Sonoma County; and

WHEREAS, as a result of complying with the Help America Vote Act by providing one electronic voting device per polling location on which voters with disabilities can cast a ballot in privacy and without assistance, additional requirements and responsibilities have been placed on Precinct Officers; and

WHEREAS, the stipend paid to Precinct Officers for the vital service they provide has not been increased since 1999; and

WHEREAS, polling places are a necessary component of the orderly conduct of elections; and

WHEREAS, schools and other public facilities which are not required to be paid when used as polling locations are becoming increasingly difficult to acquire as such; and

WHEREAS, the daily rental fee for polling place use has not been increased since 1999; and

WHEREAS, the Board of Supervisors acknowledges the importance of both precinct officers and polling places and finds it necessary to increase compensation paid for both;

NOW, THEREFORE BE IT RESOLVED, that the stipend paid to precinct officers and for polling places shall be fixed at the following rates, effective November 7, 2006.

Inspectors (Precinct Officer in charge): $135.00/election (including training), plus mileage reimbursement for required election-related travel
Clerks: $100.00/election
Polling Places: $60.00/election

SUPERVISORS:

Brown _____ Kerns_____ Smith _____ Reilly _____ Kelley_____

Ayes _____ Noes_____ Abstain _____ Absent _____

SO ORDERED.

Sample #67. Request for Increase in Poll Worker Stipend, Solano County, CA

AGENDA SUBMITTAL TO SOLANO COUNTY BOARD OF SUPERVISORS

ITEM TITLE	BOARD MEETING DATE	AGENDA NUMBER
Approve the Registrar of Voters poll worker stipends for the June 6, 2006 Primary Election including an increase of $10 for Ballot Issue Clerks; a $5 increase in the training class stipend, a $10 stipend for Inspectors with error free provisional ballots, and a $10 stipend for Inspectors with balanced rosters and ballots	April 11, 2006	

Dept: Contact: Extension:	DOIT/ROV Deborah Seiler 3364	Supervisorial District Number All

Published Notice Required?	Yes_____	No____X____
Public Hearing Required?	Yes_____	No____X____

DEPARTMENTAL RECOMMENDATION:

It is recommended that the Board of Supervisors approve the Registrar of Voters' proposed Poll Worker Stipend Schedule (Attachment A), effective April 11, 2006 including:

1.   An increase of $10 for Ballot Issue Clerks working any Primary Election,

2.   A $5 increase in the training class stipend,

3.   A $10 stipend for Precinct Inspectors with error free provisional ballots, and

4.   A $10 stipend for Inspectors with balanced rosters and ballots.

SUMMARY:

The Help America Vote Act of 2002 (HAVA) requires at least one accessible voting device in each polling place, beginning with the June 6, 2006 Primary Election. To comply, Solano County will install one AutoMark voting device in each polling location. This new equipment and other HAVA requirements will necessitate longer and more complex training classes (3 to 4 hours) to cover the set-up and operation of these devices as well as sensitivity training to help poll workers deal with the needs of disabled voters.

In addition, the primary election is the most complex as Precinct Inspectors and their designated Ballot Issue Clerk must manage and account for numerous party ballot types, cross-over voting by nonpartisan voters, and an increase in provisional voting. The Registrar of Voters is proposing the $10 increased stipend for the Ballot Issue Clerk for the June election; the $5 increase in the training class stipend; and the two new $10 stipends for Precinct Inspectors with error free provisional ballots and balanced rosters and ballots. An

Sample #67. Request for Increase in Poll Worker Stipend, Solano County, CA (page 2)

Board of Supervisors Agenda Submittal
Subject: Approve Registrar of Voters Recommendation for Poll Worker Stipends for June 2006 Election
Date: April 11, 2006 - Page 2

overview of the current Board approved stipends in included in Attachment A. The Registrar of Voters is recommending these changes to recognize and reward Inspectors who successfully perform key duties related to the operation of the AutoMark, the precinct scanners, provisional voting, and balancing of the rosters on Election Day.

FINANCING:

The Registrar of Voters has sufficient appropriation in their FY2005/06 budget to cover the $9,200 increased cost of this proposal. The anticipated increase would be approximately $2,000 for the additional stipend for Ballot Issue Clerks and $3,000 for added training stipends. The stipends for error free provisional ballots and balanced rosters and ballots will depend upon the number of Precinct Inspectors who submit error free information, but if all Inspectors qualified for additional stipends, the amount would not exceed $4,200.

DISCUSSION:

Since HAVA was adopted in 2002, the County has installed a new optical scan voting system in polling places and is now required to install another new component of that system to meet the needs of voters with disabilities, including blindness.

In fulfillment of our contract with Election Systems & Software, the County will receive 160 AutoMark voting devices and install one in each voting location in the upcoming June election. The devices weigh 70 pounds in their carrying cases and must be mounted onto a separate table. The AutoMark devices and their accompanying tables will be delivered to the polling sites by a drayage company. Poll workers will be required to remove the 48 pound devices from the carrying cases, install them securely onto the tables, and attach peripheral devices such as headsets and "sip and puff" devices. They will be required to set up and power on the machines in the morning and help voters operate them while polls are open. When the polls close, the poll workers will shut them down, return them to their carrying cases, and fold the tables for pick up by the drayage company.

The Department typically trains approximately 200 Precinct Inspectors, for whom training is mandatory. Training is optional for the 800 clerks, and roughly 300 normally opt to attend. The training stipend is currently $10 for Inspectors and Clerks.

The Department intends to add one additional worker for each of the AutoMark devices deployed and designate that worker as a "Poll Technician." It will be necessary to train these poll technicians in the set-up and operation of the equipment as well as offer them sensitivity training to ensure disabled voters are treated with professionalism and respect. For this reason, training will be mandatory for all Poll Technicians. Because of their higher stipend ($100 as opposed to $75 for Clerks), an increase in the training stipend is not recommended at this time.

However, Precinct Inspectors will also be cross-trained on the use of the AutoMark to serve as a back-up to the Poll Technicians, and this will increase the length and complexity of Inspector training. Training classes will increase from two to as long as three or four hours, and will continue to be mandatory for Inspectors.

Sample #67. Request for Increase in Poll Worker Stipend, Solano County, CA (page 3)

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Inspectors are ultimately responsible for all precinct operations, and for the June Primary this will be a challenge. Inspectors must be versed in the operation of two mechanical devices, the complexities of the ballot issue and provisional voting procedures, and the accurate accounting for all ballots received and issued during the day.

They must be attentive during training and must be willing to review materials prior to Election Day. The new stipends for error free provisional ballots and balanced rosters and ballots will motivate inspectors to double check the paperwork while at the polls. This added attention will save considerable staff time and effort processing the precinct's paperwork and validating provisional ballots.

In light of the complexity of the June election, with 8 party ballot types and cross-over voting, one poll worker will be designated as the Ballot Issue Clerk and trained to perform this critical duty. Although training for poll workers in clerk positions is normally optional, it will become mandatory for those designated as Ballot Issue Clerks in the upcoming primary election. Because training will be mandatory for Ballot Issue Clerks for this election, a higher stipend is recommended. Unlike Inspectors who receive $120 for the day, clerks receive $75. The higher Ballot Issue Clerk stipend is a way to motivate poll workers to serve as Ballot Issue Clerks and attend the training, without increasing the stipend for all clerks.

Precinct Inspectors and the Ballot Issue Clerks will ensure all voters receive their correct party ballots and non-partisan voters are properly instructed in cross-over voting options.

In recommending these increases and changes, the Department looks to counties with the same equipment configuration, namely precinct scanners and AutoMark devices.   These include Contra Costa and Sacramento counties:

        Contra Costa County:
        Inspectors: Stipend: $115   Mandatory Training: $20
        Clerks: Stipend: $ 85   Mandatory Training: $10

        Sacramento County
        Inspectors: Stipend $150   Mandatory Training: $20
        Clerks: Stipend: $ 95   Mandatory Training: $20

It should be noted that Contra Costa conducts additional, 90-minute Equipment Training classes throughout the year, with 5 poll workers per class. Clerks and Inspectors are paid for these additional classes at the same rate as for the pre-election training classes. Sacramento County also pays $30 for supply pick up and drop off.

ALTERNATIVES:

If the training stipend is not increased, we will continue to pay $10 for training, but may experience resistance due to the mandatory nature of the training. If the stipends for error free provisional ballots and balanced rosters and ballots are not approved, the Department will continue to pay the current stipend of $120. If the $10 stipend for Ballot Issue Clerks is not approved, the Department will continue to pay the current clerk stipend of $75.

Sample #67. Request for Increase in Poll Worker Stipend, Solano County, CA (page 4)

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OTHER AGENCY INVOLVEMENT:

Although a direct comparison with other counties is not possible, the Registrar of Voters office has surveyed surrounding counties as well as outlying counties with a similar voting system configuration and considers this proposal to be a mid-range pay schedule.

The Registrar of Voters office will continue to encourage County employees to work at the polls.

CAO RECOMMENDATION:

DEPARTMENT HEAD SIGNATURE:

_____

Ira J. Rosenthal, Chief Information Officer/Registrar of Voters

Sample #67. Request for Increase in Poll Worker Stipend, Solano County, CA (page 5)

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Registrar of Voters – Poll Worker Stipend Schedule			
Effective April 11, 2006			
Assignment	**Current Poll Workers** (Non County Employee)	**Current County Employee Poll Workers** (Non-Exempt*****)	**Proposed Stipend Schedule**
Precinct Inspector	$120	$120	$120
Error Free Provisional Ballots			$10
Balanced Roster and Ballots			$10
Poll Technician (To assist with AutoMark)	$100	$100	$100
Ballot Issue Clerk (For Primary Elections with multiple party ballots)	$75	$75	$85
Precinct Clerk	$75	$75	$75
Roving Inspector (To provide hands on support and elections expertise to multiple precincts)	$120 plus mileage to and from polling sites	$120 plus mileage to and from polling sites	$120 plus mileage to and from polling sites
Training Class Training is mandatory for **all** inspectors, rovers, poll technicians and ballot issue clerks. Attendance by all other poll worker clerks is optional	$10	$0 if attending on County time on regular work day $10 if the employee is on an unpaid status or using accrued leave (i.e. vacation time)	$15
Election Night Return of Supplies	$5	$5	$5

* Non-exempt County, who work at the polls in the capacities described in this document, may be working for a different department than what they are regularly assigned, but will be performing services for Solano County. These employees will receive their regular days pay plus the poll worker stipend less applicable payroll withholdings.

For employees in positions that are covered by time and one-half overtime requirements, time worked at the polls during their regular County work hours will count as regular time worked and must be included in the overtime calculation when time worked exceeds forty hours during the work week.

ATTACHMENT A

EAC Commissioners

Chair Donetta L. Davidson
Vice Chair Rosemary E. Rodriguez
Commissioner Caroline Hunter
Commissioner Gracia M. Hillman

EAC Staff

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